

Osita Ifezue

Strategic development of a logistics business plan for African immigrants in Scandinavia

Primary start-ups in Finland and Nigeria.

Helsinki Metropolia University of Applied Sciences

Degree: Bachelor of Business Admission

Degree Programme: Programme: International Business
and Logistics

16th April 2015



Author Title	Osita Ifezue Strategic development of a logistics business plan for African immigrants in Scandinavia:Primary start-ups in Finland and Nigeria.
Number of Pages Date	70 pages + 10 appendices 16 April 2015
Degree	Bachelor of Business Administration(BBA)
Degree Programme	International Business and Logistics
Specialisation option	
Instructor(s)	Pauli Järvensivu.(Senior lecturer)
<p>Abstract</p> <p>This thesis seeks to create a strategic business plan for a logistics business. It aims to develop the untapped market, created by African immigrants in Scandinavia.</p> <p>The thesis will examines processes involve is starting a logistics business in Finland and Nigeria, and the regulation involved in doing business.</p> <p>The primary focus of this research will be setting up a business in Finland and Nigeria, with the hope of expanding the company to serve people in other Scandinavian countries and other African countries in years to come, with the increase in demand for the service.</p> <p>The main objective of this research is to write a comprehensive business plan at the end of the research that will aid in starting the business. The research will try to weigh the demand for logistics services amongst African migrants, and look at ways to develop the supply chain and the logistics management using Porter's Five Forces of Competition and Generic Strategies. The implementation of Porter's theories will help develop the research develop a strategic business plan.</p>	
Keywords	African immigrants, Business plan, Logistics, Scandinavia

Table of Contents

1	Introduction	1
1.1	The scope	2
1.2	The objective	2
1.3	Methodology of the research	3
1.3.1	Approach	3
1.3.2	Data needs	3
1.3.3	Analytic techniques	4
2	Doing Business in Finland Factors to Consider	4
2.1	Starting a business in Finland	6
2.1.1	Types of Businesses	8
2.1.2	The Business Identity Code ("Y-tunnus")	9
2.2	Raising a capital for a business	9
3	Starting a Business in Nigeria	10
3.1	Brief Profile of Nigeria's Economy	11
3.2	The process of registering a business in Nigeria	12
3.3	Incentives to doing business in Nigeria	13
4	Start-up of a third-party logistics company in Finland and Nigeria: factors to consider.	14
4.1	What is a third-party logistics?	14
4.1.1	Forms of third-party logistics providers	15
4.1.2	Overall responsibilities of a third-party logistics companies	16
5	The regulations governing import and export in Finland and Nigeria	17
5.1	Regulations in Finland	17
5.2	Regulations in Nigeria	18
5.3	The use of Incoterms 2010 in Logistics	19
5.4	Problems and Opportunities for foreigners intending to establish companies in Finland and Nigeria	22
5.4.1	The SWOT analysis	22
5.4.2	Opportunities in Finland and Nigeria	23
5.4.3	PESTLE factors to consider	24
5.5	The risks to consider regarding to intercontinental logistics business	26

5.6	Risk Mitigation Measures	27
6	Gaining Competitive Advantage using Porter's Five Forces of Competition model, and Generic Strategies	27
6.1	Porter's Five Forces of Competition Model	28
6.2	Using Porter's Five Forces of Competition in a third-party logistics industry	29
6.3	Porter's Generic Strategies	34
6.4	Using Porter's Generic Strategies in making Strategic planning of the logistics business	38
7	Gauging the demand for logistics services to Africa in Scandinavia	38
8	The business model for this company	44
9	The business plan for the logistics business	53
10	Recommendation for further research	65
11	Reliability and Validity of the Research	66
12	Conclusion	66
13	Bibliography	68

Appendices

Appendix 1: “Y” form. Start-up notification

Appendix 2: Form CAC/BN/1. Application form for registration of business name

Appendix 3: Form for Company’s Memorandum of Association

Appendix 4: Form for Company’s Article of Association

Appendix 5: A specimen of a Certificate of Incorporation for a registered company

Appendix 6: Survey questions for gaining competitive advantage

Appendix 7: Additional survey responses on how a business can differentiate

Appendix 8: Survey questions for gauging demand for logistics service for African immigrants

Appendix 9: Additional survey responses on items people like to send and receive from Africa

Appendix 10: Additional survey responses on services expected from a logistics business that caters for African immigrants

List of tables

Table 1: SWOT analysis for foreigner setting up a business

Table 2: Pestle factors

Table 3: Porter’s Generic Strategies

Table 4: Factors that will affect the structure of a business

Table 5: Our Business Model for the third-party logistics business

Table 6: SWOT analysis of the business

Table 7: Cost projection for the business

Table 8: The marketing plan for a year

Table 9: Sale forecast table and chart for the year of business

Table 10: The business cash flow statement

Table 11: Balance sheet for the business

List of figures

Figure 2.1: Finland’s GDP 2006-2014

Figure 2.2: Number of business opening by regions in Finland (Statistics Finland. Published 23.01.2015)

Figure 2.3: The processes chart of registering a business (Finnish Patent and Registration Office. PRH. 2015)

Figure 3.1: Nigeria's GDP overtook South Africa's, to become African largest economy in 2013. (The Economist 2013)

Figure 3.2: The chart shows the GDP of Nigeria 2006-2014(tradingeconomics.com 2015)

Figure 4.1: Chart of the different kinds of logistics provider. (cerasis.com.2013)

Figure 4.2: Incoterms 2010 chart

Figure 5.1: Porter's Five Forces of Competition Model

Figure 5.2: The expectation of customers from logistics providers is a competitive price.

Figure 5.3: Abandonment of service

Figure 5.4: Customers rating of current status of logistics services

Figure 5.5: Responses that there needs to be better logistics services

Figure 5.6: Customers are willing to pay a higher price if there are core competencies

Figure 5.7: Customers demand quality service

Figure 5.8: How to advertise to customers

Figure 5.9: Partnership between logistics firms

Figure 6.1: Gender of respondents

Figure 6.2: Nationality of respondents

Figure 6.3: Years in country of residence

Figure 6.4: Country of residence

Figure 6.5: Respondents who have received items from Africa

Figure 6.6: Chart of Respondents who have received items from Africa

Figure 6.7: Respondents who have sent items from Africa

Figure 6.8: Chart of Respondents who have sent items from Africa

Figure 6.9: Rating of logistics service in Scandinavia

Figure 7.1: A business model canvas.

Figure 7.2: Our distribution channel

1 Introduction

One of the opportunities globalization has created is the free movement of people, goods and services across different borders with ease. This has led many to move to other countries, for better standard of living, possibilities of employment, and making of a good life. This movement is creating new markets and an increase in demand for goods and services. While the word globalization could provoke fear in some people, there are many positives of globalization, for example the integration of economies and people, thereby boosting and enlarging economies to operate at optimum capacity. (Holton 2005: 2).The growth in the market as a result of globalization has also help to improve the lives of many in the developing world and created diversity in those economies and markets.(globalpolicy.org.2014).

Narrowing down and taking a closer look at the trend of African immigrants living in Scandinavia, and generally in the west, it has been noticed that those from such background, try to maintain close links to their countries and relatives, and in most cultures, they need to provide material support for their estates. Immigrants find succour in keeping this connection with their country of origin and other ethnic centre in the Diaspora. (Holton 2005: 14).Examining the desire to keep in touch with their various countries, to support relatives financially, to send properties, to conduct small businesses of import and export, to receive from their countries, local food, clothing, and items they cannot be readily found in countries where they now live in, forms the bases for this thesis.

African immigrants are creating a market that can indirectly and directly contribute to the economy of Scandinavia and African. This thesis seeks to create a business plan for a third-party logistics business that could help grow that market created as a result of the activities of African immigrants in Scandinavia. These activities make it possible to start a logistics company that could send and receive items for Africa immigrants, and offer professional support though the rigorous process of getting all necessary documentation needed for importing and exporting packages.

This thesis will establish how much demand there is for this kind of service. Secondly, it will examine the process of establishing a logistics business in the Scandinavia, with primary focus on first starting in Finland and Nigeria, and the possibility of expanding

into other African and Scandinavian countries. Thirdly, this thesis will look at regulations that affect logistics companies in these countries, and in conclusion, create a business plan for a logistics business.

1.1 The scope

The scope will evaluate the chances of setting up a logistics business in Finland and in Nigeria. The goal is to gauge if the demand is sufficient enough to start-up the business, and write a strategic business plan. It will consider the steps involved in setting up a logistics business in the Finland, and in Nigeria. The author will evaluate tools available to an entrepreneur and the regulations by the Finnish and Nigerian governments. A market survey will measure the level of demand for this service. This thesis will be a foundation helping to gain a better understanding of how things work and what to do, so that the chances of success is high when the business is established.

1.2 The objective

The main idea behind a research is to gain the answer to a question by following a set of scientific procedures. (Kothari 2004: 9).The objective of this thesis is to see how viable setting up a logistic business primarily to serve the needs of African immigrants living in Scandinavia, and to write an effective business plan for the third-party logistics business. The thesis questions that will be answered are as follows:

- ❖ What is the process of starting an intercontinental logistics business in Scandinavia and Africa?
- ❖ What regulations need to be considered in both Finland and Nigeria, especially with regard to intercontinental logistics?
- ❖ What are logistics concepts to consider that will give the business competitive advantage?
- ❖ How can the business plan be structured to fit the needs of African immigrants looking send and receive items to and from their home countries?

To achieve these objectives and get conclusive answers to these research questions, there needs to be a thorough examination of the processes of starting a business in both Finland and Nigeria.

1.3 Methodology of the research

The pathway to get the objective of a research is considered the methodology. These are set of approaches used to gather data, which will be interpreted and answer the research question of the thesis (Kothari 2004: 8). The research methodology used will try to find answers to the research questions mentioned above. This research will require collecting and evaluating the surveys. The methodology will use both quantitative and qualitative research methods to make meaningful conclusions. The personal experience of the author will also be considered in making certain assumption, based on the fact that his origin is connected closely to the topic. Aspects of the methodology are as follows:

1.3.1 Approach

To write a strategic business plan the research design of this thesis will need to be followed. The major focus will be on gathering of primary and secondary sources of data collection procedure. The survey will use sampling technique to get the true opinion of a part of the African population living in Scandinavia. Although, the overall idea is to create this business in all the Scandinavian countries, the approach is to first start up in Finland, then Nigeria.

1.3.2 Data needs

The primary sources of data will be Finnish and Nigeria business. The responses from the survey will then be analyzed using Microsoft Excel to present a fair representation of the level of demand. The secondary sources of data include published and unpublished books and journals in the area of supply chain management, logistics and entrepreneurship. The internet website of government and government agencies responsible for business registration and regulations will be a useful source of primary and secondary data.

1.3.3 Analytic techniques

Simple random sampling would be used to analyze the responses from the section of the population of the survey. The first survey will be sent out randomly to African immigrants living in the Scandinavia countries, to gauge the level of demand. The second survey will be sent out randomly to everyone, and will be used to analyse the theories used in this thesis. The survey questions used in the research is a semi-structured questionnaire. This would assist in the collection of general and specific responses from sample targets. Targets would be asked brief and simple questions in order to get responses within a short period of time.

2 Doing Business in Finland Factors to Consider

Finland is renowned for quality and efficiency. These qualities are seen in the system and institutions; in schools, businesses, government agencies, etc. The government constantly invests in research and development to see ways to get people committed to innovation. The country is highly industrialized, with a booming manufacturing sector (Tietoakseli. 2015).

Finland is one of the most developed economies in the world and one of the most innovative countries in the world, with a thriving business environment. According to an OECD¹ report the projection for GDP growth in Finland will be about 1.9% in 2016. (OECD. 2014) This means that despite the harsh economic downturn, Finland's economic outlook, remains positive and is growing. The average disposable income for a household is about 27000 USD a year and about 70% of working age people is fully employed (OECD 2014).

¹ OECD stands for Organization for Economic Cooperation and Development. It is an international economic organization with 34 member countries that seeks to stimulate economic progress and enhance world trade.

In 2011, the total number of business enterprises in Finland were about 322,232 and about 31,186 more opened up in 2012 (Tietoakseli 2014). There were about 6166 business enterprises that opened up in Finland in 2014 alone (Statistic Finland 2015). Even though there has been a drop from past years as a result of the economic recession, people are still willing to start businesses. The boom in manufacturing has helped to sustain the growth in the logistics sector. Figure 2.1 shows the amount of import and export that took place in the economy and that account a significant part of the country's GDP.

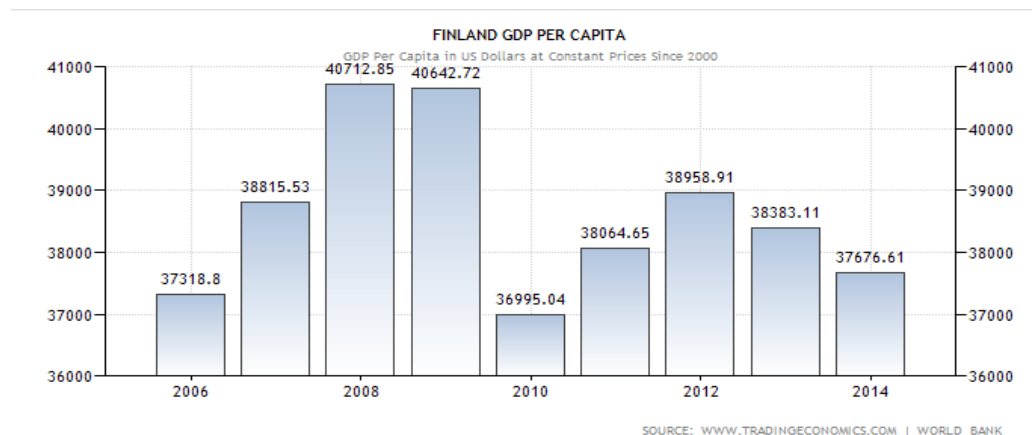


Figure 2.1: Finland's GDP 2006-2014

In figure 2.2, it is seen that a good amount of the business enterprises that were set up, was in the capital region of Uusimaa, with about 2324 businesses being established, while the least was in the region of Åland with about 39 businesses established.

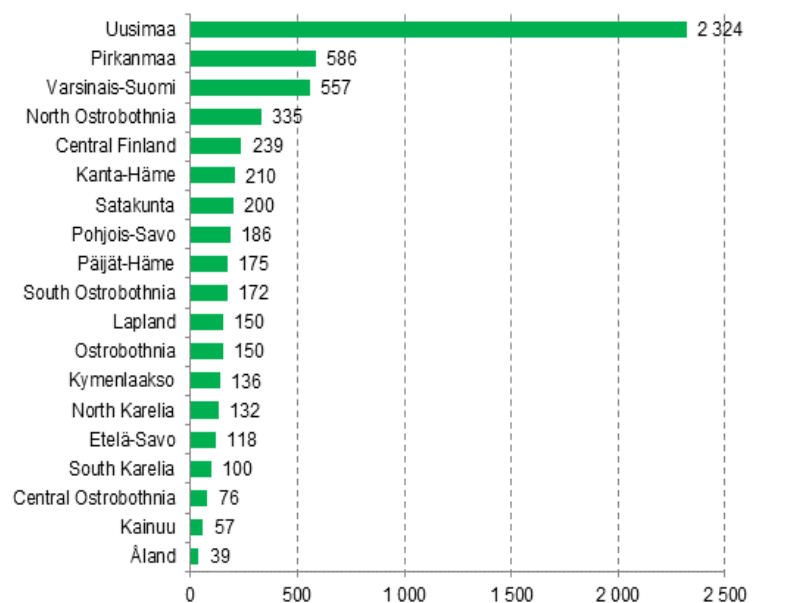


Figure 2.2: Number of business opening by regions in Finland. (Source Statistics Finland website)

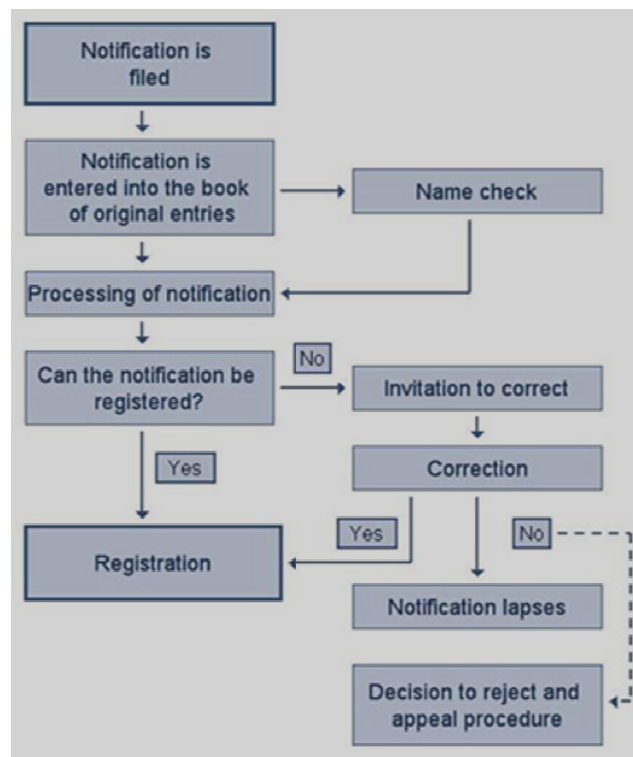
2.1 Starting a business in Finland

The process of starting a business in Finland is smooth and not bureaucratic. Anyone who is resident in Finland can start a business. The process is made really easy to follow, even immigrants, with low level skill in Finnish language could venture into starting their own business. The agency responsible for registering businesses in Finland is the: Finnish Patent and Registration Office. The office is located in downtown Helsinki. They are charged with registering all kinds of businesses, associations, and foundations. The information in their website is found in Finnish, English and Swedish, to make it accessible to all. The “Y” form; Start-up notification form² is used to register a business. This form could be picked up from the PRH office or from the tax administration (Vero 2015). This form applies only to forming a limited liability company or simply registering a business name.

² See appendix 1 for sample of the “Y” form.

The first step in starting a business is to identify the kind of business to be established.³ On the website of the Finnish Patent and Registration Office: www.prh.fi, there are “Y”form: Start-up Notification Forms. The form is available in 3 languages, Finnish, Swedish, and English. The form could also be used to report to the Tax authorities that a business has started, so that the business could be registered for VAT, employer register, prepayment register. The form includes contains sections that the tax authorities and those that the Finnish Patent and Registration Office uses to register businesses.

The completed Start-up Notification form could be delivered in person or by mail to the office the Finnish Patent and Registration, in Helsinki, Finland, the local register office (maistraatti), tax offices in Finland, the office of The Centre for Economic Development, Transport and the Environment, or it could be sent by mail to the address, which could be found on their website. The average time for processing an application is 10 working days, and a decision is given in writing or through a phone call. Figures 2.3 show the processes of registering a business from the start to the point of opening.



³ The process in this section is mainly for opening of a Private Entrepreneurship business. The process could be different for opening other forms of businesses.

2.1.1 Types of Businesses

There are different forms of business enterprises in Finland, and all could be registered through the Finnish Patent and Registration Office in Helsinki or through designated agencies, and the tax authorities. The Finnish law also makes provision for a foreign company to have a branch in Finland. The forms of business enterprises are:

- Private Entrepreneur (Known in Finnish as Toiminimi). This kind of enterprise can also be called a business name registration. It is the simplest kind of business start-up in Finland. This kind of business is also known as sole proprietorship in some countries.
- General Partnership is an alliance between two or more persons coming together to form a business enterprise. One of the partners could be a legal resident of a European Union country, while the other could be foreigners.
- Limited Partnership: This form of partnership is different from the general partnership in that one partner could be an active partner, while the others are silent partners. The silent partner could become a partner as a result of contributing capital or other asset to the business. The active partner is liable for every aspect of the business, while the silent could only be liable up to the point of the capital or asset contributed.
- Limited Liability Company: In this kind of business, there are shareholders who should hold a minimum of 2500 euro worth of share capital. The liability of the shareholders is limited up to the amount of shares that is invested into the business, nothing more than that. The two forms of limited liability companies that exist are; a private limited liability company; and a public limited company. The difference between the two forms of Limited Liability Company is that the private one has a minimum share capital of 2500 euro, while the public limited company has a minimum share capital of 80000 euro, and the securities of the public limited company can be traded publicly.

- Co-operative: This form of business could be established by at least three individuals, and one of them who must be a legal resident. The founders must become members of the co-operative.

The logistics business proposed in this will be registered as a limited liability company in Finland and Nigeria. The benefit of being a limited liability company is that the liability will be limited in the event of failure, and it will give the business credibility when trying to go into partnership with other logistics companies.

2.1.2 The Business Identity Code ("Y-tunnus")

When approval to start a business is issued, the business is given this business ID by the authorities, and is registered into the Finnish Patent and Registration Office's Business Information System, and also the local register office, or the tax office. A business ID usually has seven numbers, a dash at the end and a control mark. This Business ID is used to show that the business is an entity is qualified to do business transitions in Finland and abroad, but is should be noted that it will not show that the business is registered. That can only be confirmed on the website: (Yritys-Ja Yhteiotietojärjestelmä. www.ytj.fi) which is a website jointly owned by the Finnish Patent and Registration Office and the Tax Authorities. A business ID is usually mentioned on company forms, letterheads, when doing transactions with banks or tax authorities.

2.2 Raising a capital for a business

The concern of every entrepreneur is the issue of capital that will help in establishing a business. (Kuratko,Hodgetts 2007: 540).The survival of any business depends on how much is invested in the business and how profitable it will be in the long-term. Different forms of capital carry different responsibilities. The sources of capital for a business can be:

- ❖ Owner's capital or equity: This is money brought in by the owner of the business to finance it. It could also come from owner's savings.

- ❖ Partnership: The two forms of partnership could be a good form of raising capital for the business. When capital is pooled together, the chance of the business surviving is greater.
- ❖ Bank loans. The bank might be willing to finance the business if they consider it viable and there is a profitable business idea. Even when as a new business, do not have the collateral to put up for the bank loan, there are agencies, like, FinnVera (<http://www.finnvera.fi/eng/Starting-a-Business/Financial-planning/The-company-needs-less-than-50-000-euros>) that could stand in as surety for the business.
- ❖ Venture Capital. A good business plan could be financed through venture capital; also refer to private equity. They are a valuable source of equity for starting or expanding a business. (Kuratko,Hodgetts 2007: 549). This is financial support given to a business that is not listed on the stock market, i.e. public liability companies. In Finland, there is the Finnish Venture Capital Association (FVCA). This association was formed in 1990, and currently has 49 members, whose goal is to contribute private equity to business at all stages, whether new or old.(<http://www.fvca.fi/en/fvca>)
- ❖ Start-up grant: The positive side of starting a business in Finland is that there are many government and non-governmental agency looking to support new business. The Ministry of Employment and the Economy (<http://www.yrityssuomi.fi/en/starttiraha>) has a comprehensive list places to apply for start-up grants.

The proposed logistics business will seek funding from the agencies that offers start-up funding, owner's capital and equity, and from the bank.

3 Starting a Business in Nigeria

This part of the thesis will show what it like in Nigeria and the best way to register a business without going through a lot of stress.

3.1 Brief Profile of Nigeria's Economy

Nigeria, which is the most populated country in Africa, is also the largest economy in Africa (The Economist. April 2014). Figure 3.1 shows the country's current GDP at about 510 billion dollars, after the rebasing of statistics figures in 2014. The major source of revenue for the government is oil and natural gas, and has caused the economy to grow at a steady 7-8% annually. (CIA fact book 2015). The economy has overtaken, the economy of South Africa to become the largest economy in Africa, after the 2014 rebasing.

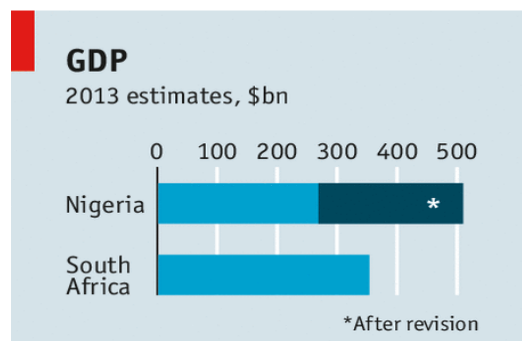


Figure 3.1: Nigeria's GDP overtook South Africa's, to become African largest economy in 2013. (Source: The Economist. April 2013)

Due to the economic growth of the country, there is a market for goods and services. The rise in the middle-class has fuelled the demand for goods and services, especially for imported products. There has also been an upward trend in capital importation in 2014 to about \$6 million (National Bureau of Statistics of Nigeria. Nigerian Capital Importation Q3 report. 2014). Figure 3.2 highlights the steady in the country's GDP from 2006 to 2014.



Figure 3.2a: The chart shows the GDP of Nigeria 2006-2014

The Corporate Affairs Commission is the body responsible for registering new business in Nigeria is the Corporate Affairs Commission.⁴ The Commission was set up by an act of Nigerian National Assembly called the Companies and Allied Matters Act in 1990, giving the commission the authorities to regulate the establishment of companies in Nigeria. The functions of the Corporate Affair Commission are as follows:

- Register, administer, supervise new and existing businesses
- Maintain a registry of businesses, their offices in Nigeria and abroad
- Investigates any company that is not operating in harmony with the laws of the country or in agreement with public demand or the shareholders
- Issues a Certificate of Incorporation to any company that is approved for business

3.2 The process of registering a business in Nigeria

When thinking of starting a business in Nigeria, it is good to get familiar with the workings of the Corporate Affairs Commission, so as not to get overwhelmed with the requirements. The service of a Lawyer is recommended when registering a business.

⁴ The types of business enterprises in Finland is similar to those in Nigeria(See section 2.1.1 for more information)

This is especially so, if one is not the country's resident. It usually takes 1 week to process the application for a business name. The registration of any business could be done through the commission's official website (<http://new.cac.gov.ng/home/>), and the steps to follow are listed there on the website:

1. Check that the name of the business is available, and then reserve the name. There is a section of the website where the availability of business name could be checked. There is a need to register with an email address and a phone number to access that the Corporate Affairs Commission-Company Registration Portal. The form for business name search could also be picked up from the office of Corporate Affairs Commission. When the business name is registered, it is automatically trademark protected, and no one else could legally do business in with the business name.
2. Then the payment of a Stamp Duty to the Board of Inland Revenue⁵. This process serves as an authentication of the form as a legal document.
3. The business has to submit a Memorandum and Articles of Association for the Commission to assess⁶.
4. The final step is to pay the appropriate fees, then the business can start operations.

The Corporate Affairs Commission is an autonomous body, but there is coordination with other government agency, like the tax authorities. It might in this case be necessary to check with a professional to see what other document might be filed in the running of the business.

3.3 Incentives to doing business in Nigeria

⁵ Stamp Duty is a kind of tax that is charged on a document. This duty is used mainly in commonwealth countries. (Investopedia 2015)

⁶ See Appendix 4 for a sample and what it should contain).

The author finds that establishing logistics business in Nigeria will be profitable, as the company income tax rate is pegged at 30%, excepted for oil related business. New business could enjoy Pioneer Status⁷.

In relation to the logistics business proposed, the incentives for doing business in Nigeria is huge in the maritime sector. The country has 870km of coastline, and about 300km of inland waterways (Investors' Guide to Nigeria. 2014: 21). These vast waterways will give the opportunity to carry out internal logistics services with the country. There is also the computerisation of the operations of the port to make it possibility to clearing any cargo within 48 hours (Investors' Guide to Nigeria. 2014: 22). The infrastructure will help the business plan of the logistics business which aims to gain core competency by being fast and cost effective.

4 Start-up of a third-party logistics company in Finland and Nigeria: factors to consider.

Starting a business requires very meticulous planning and consideration of all possible scenarios of things that could go wrong. There needs to be serious considerations of the risks and evaluation of the long-term profitability. Considering that this business plan for this logistics company is looking to be established in two continents, it is really important to weigh all the options, risks, and see ways to mitigate or avoid them. Based on the needs of the African immigrants in this area of business it is best to consider establishing a third-party logistics business (3PL).

4.1 What is a third-party logistics?

With many form of logistics service providers, it might be confusing placing the different kinds of logistics provider⁸. A third party logistics company provides more than transportation for goods. The third-party form of logistics provider was born out of the need that organizations could not efficiently and effectively handle the entire logistics proc-

⁷ Pioneer status is a tax holiday given.(eligible) industries anywhere in the Federation and five-year tax holiday in respect of industries located in economically disadvantaged local government area of the Federation.(Source: http://nipc.gov.ng/?page_id=56)

⁸ For simplicity, whenever logistics is mentioned in this thesis, it refers to third-party logistics (3PL).

ess on their own; so the need to outsource this process arose (Grant, Lambert, Stock & Ellram 2006: 27). This outsourcing of logistics services usually applies to the using of a third-party logistics providers warehouses and infrastructures (Grant, Lambert, Stock & Ellram 2006: 27). Third-party logistics provider offers logistics services in behalf of another company or individual. The company uses their skills in management of freights, storing in a warehouse, and inputting labour to deliver goods from one location to another. This kind of logistics provider also prepares the necessary documents that are used in transporting goods from one location to another. In most cases a third-party logistics provider do not own the transportation equipment they use, rather they chose to partner with some carriers who provides them the necessary equipment for the transportation goods (Grant, Lambert, Stock & Ellram 2006: 28).

4.1.1 Forms of third-party logistics providers

- Freight Forwarders: They offer third-party logistics service by consolidating small shipments from different shippers to form large shipments, thereby paying a lower cost to the carriers. (Grant, Lambert, Stock & Ellram 2006: 208). They fall into two categories; international and domestic freight forwarders⁹.
- Small-package Carriers: These are logistics providers that deliver small packages that might be time sensitive. There are some notable names like; DHL, FedEx, UPS, etc. These carriers could be in the form of Air Express Companies or Parcel Post deliverer. (Grant, Lambert, Stock & Ellram 2006: 209).
- Shippers' Associations: These are non-profit cooperatives consolidates small shipments to truckload shipments for those who are their member companies. Their operations are usually concentrated on rail or road transport. (Grant, Lambert, Stock & Ellram 2006: 208). They have similar operations like the freight forwarders.
- Transportation Brokers: They companies that provide logistics services to carriers and shippers by organizing and coordinating the delivering of the goods. They carry out just some of the traffic functions in behalf of the shipper or the carrier. (Grant, Lambert, Stock & Ellram 2006: 207).

⁹ The business plan of this thesis is based on the concept of an international freight forwarder.

- Intermodal Marketing Companies: This kind of logistics provider is similar to shippers' association, and is also known as shippers' agent. They offer piggy-back¹⁰ services to shippers.

The functions of these third-party logistics companies might overlap in some cases, but it is up to a company to determine the kind of services they will offer to their customer. This is the reason why the third-party logistics services that will be offered to African immigrants in the Scandinavia will be customize to fit the need of the customer.

4.1.2 Overall responsibilities of a third-party logistics companies

- ❖ The management of transport. The goal is to get the fastest and cheapest mode of transporting the goods.
- ❖ Loading of goods. Third-logistics coordinates the loading of goods onto the vessel of transport.
- ❖ Packaging goods. They are responsible for packaging the goods that are transported to avoid any form of damage that may result.
- ❖ Manage the warehouse or storage of goods.
- ❖ Documentation. They get the necessary document or inform the customer about what document required with the goods; including clear the goods and paying the excise duties and tariffs.

Figure 4.1 shows the order of logistics companies in 4 levels. This thesis focuses on the activities of a third-party logistics company.

¹⁰ Piggyback is when a truck or container is put on a rail flatcar and is moved from a terminal to another. (Grant, Lambert, Stock & Ellram 2006: 210)

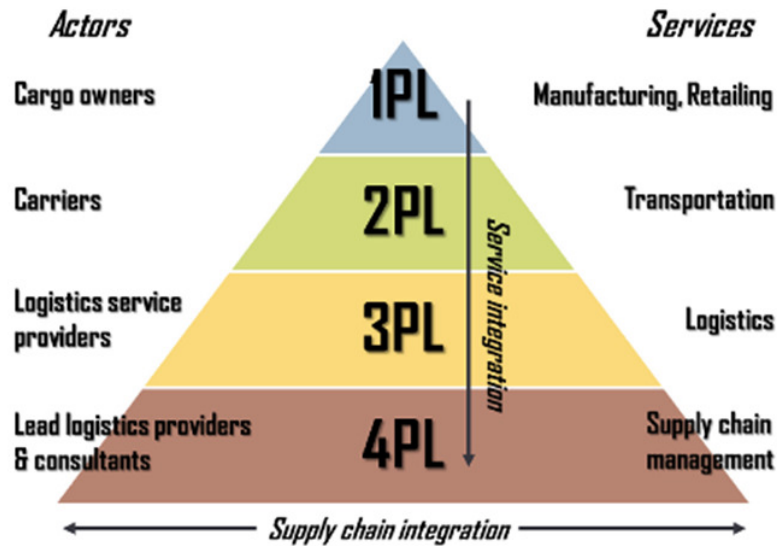


Figure 4.1: Chart of the different kinds of logistics provider. (Source: cerasis.com)

This research will focus on the formation of a third-party logistics business. The business will be doing transportation management for customers, and will further offer consultation to customers.

5 The regulations governing import and export in Finland and Nigeria

The research is based on is intercontinental business, therefore it is paramount to look at certain regulations regarding importation and exportation of things to Finland and Nigeria. A fact to be noted is that the regulations regarding importation and exportation in Finland and Nigeria are quite large, and there is going to be continuous changes in the regulations in these countries. So, with regards to regulations is important to keep check at every point for changes in regulations.

5.1 Regulations in Finland

Taking a look at some of the regulations that is applicable in Finland, we find that the custom authority is responsible for implementing any regulations and laws regarding imports and exports. It is evident that logistics companies have to work hand-in-hand with the custom service, to get the necessary document and keep an update to any change that goes into place from time to time. There are a few registrations that logis-

tics providers have to undergo, to make them certified operator and recognized by the custom authorities. On their website, (<http://www.tulli.fi/fi/>), all the regulations, and forms is available.

There are other regulatory bodies, both government and non-governmental agencies that set regulations regarding import and export: for good example, the importation of animals from outside the EU really regulated, it will therefore be important to consider these regulations, before accepting it from a customer. The Finnish Food Safety Authority Evira helps to ensure that good safety regulations are met before any such item could be allowed to come into the EU. There is a compulsory veterinary check to ensure that the animal is not carrying any kind of disease that might impact the live stocks in Finland.

5.2 Regulations in Nigeria

It is also very important to give consideration to the regulations regarding import and export in Nigeria. The country is highly regulated about what comes in and goes out. The body responsible for these regulations regarding import and export is the customs authority in Nigeria. On the website of the Nigerian Customs Service, there is a prohibition list of both import and export items.

(<https://www.customs.gov.ng/ProhibitionList/import.php>)

It will be very important for the logistics business to give attention to this list in order to avoid running into trouble with the customs authorities.

It is also to be noted that to operate a logistics business in Nigeria, the business has to get an operating licence from the customs, and to take note of the excise and tariffs to be paid on importation and exportation.

The other factors to consideration is the importation of food and medical materials, which highly regulation, by the National Agency for Food and Drug Administration and Control (NAFDAC)¹¹.

¹¹ The Nigerian government agency responsible for drug and food regulation(www.nafdac.gov.ng)

5.3 The use of Incoterms 2010 in Logistics

The International Chamber of Commerce has set up rules that govern the transaction of buyers and seller for the delivery of goods under contracts of sales, in domestic and international trades (Incoterms 2010: 121). The Incoterms are referenced in the sales contract that is drafted by the buyers and sellers, in most cases with a three-letter trade term. Figure 4.2 shows the Incoterms chart as it allocates costs and risks to different parties at different stages. It is to be noted that Incoterms does not govern the method of payment or the price to be paid, that is between the buyer and seller to determine. If conflict arises as a result of that, an arbitration body is setup to resolve such conflict and determines who is liable and at what stage.

As logistics business looking to operate in different continents, careful consideration needs to be given to these Incoterms, in determining the cost and risk, the business is going to carry. There are 11 Incoterms that are used in transporting goods, and the Incoterms are divided into 2 categories depending on the mode of transport.

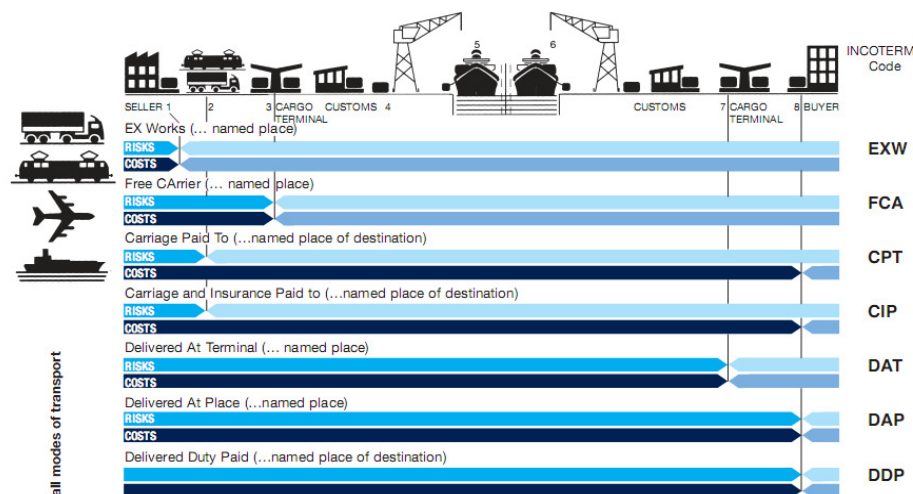


Figure 4.2: Incoterms 2010 chart (Source :(<http://www.e-intrastat.ro>)

The first categories of Incoterms that covers all modes of transport; Air, Sea and Land are:

- EX WORKS (EXW). This rule is used in both domestic and international sales contract. It covers all mode of transportation. The rule actually implies that the

seller has to meet the obligation of the contract when goods are placed at the any named place designated by the seller (Incoterms 2010: 131). The seller does not have the responsibility to load the goods onto a vehicle collecting the goods. It becomes the buyer's responsibility at that point. The seller does not also bear any responsibility for all custom clearance, or loading. The buyer has the responsibility to provide all necessary information regarding the goods, including taxation, clearance and must provide proof of having received goods at delivery point.

- **FREE CARRIER (FCA)** is when a seller delivers goods to a carrier or a place designated by the buyer. It is different from EXWORKS (EXW) in that, the responsibility of clearing the goods for export, with the cost incurred for this is with the seller, but this does not apply to goods for importation. The seller has to make available the goods, with the entire commercial invoice in harmony with the contract of sales. The buyer has the responsibility to pay the price as stipulated by the contract of sales.(Incoterms 2010: 139)
- **CARRIAGE PAID TO (CPT)** is when the seller sends the item to the carrier or a designated individual, and a seller takes care of the task of contracting and paying the carriage cost. The responsibility of the seller is fulfilled when the goods is handed to the carrier, not when it is delivered at destination. (Incoterms 2010: 149). The seller has the responsibility of packaging and marking of the goods. It is really important to determine where and at what point, cost and risks is changing hands when using this rule.
- **CARRIAGE AND INSURANCE PAID TO (CIP)** The seller will deliver goods to the carrier or a designated person or place. The seller has to contract and pay the cost of carriage, and also bears the cost of packaging and marking. Additionally, the seller is to take an insurance to cover the buyer against any risk of loss or damage during carriage. The coverage is only a minimum cover, if the buyer wants additional cover; it is at his own cost (Incoterms 2010: 157).
- **DELIVERED AT TERMINAL (DAT)** applies when the seller delivers the goods, to point of unloading from the means of transportation. The seller carries all the cost of delivering until terminal. The seller also has the responsibility to clear all

the goods for export, but this does not apply to goods for import (Incoterms 2010: 169).

- DELIVERED AT PLACE (DAP) is when a seller has placed the goods at a designated place of the buyer, where it is ready for unloading. The seller has to clear the goods and make it ready for export, but the same does not apply to import. The buyer though has to pay all the cost of any pre-shipment inspections in the country of export (Incoterms 2010: 177).
- DELIVERED DUTY PAID (DDP) is when the seller has the maximum responsibility: delivers, clears for import, export, and pays all the cost of carriage and insurance. The seller must be able to obtain import clearance, including paying all VAT, and bear all the risks of delivering to the agreed destination. (Incoterms 2010: 185)

The second section which applies to rules governing transportation by sea and inland waterway are:

- FREE ALONGSIDE SHIP (FAS) is used when the mode of transportation is inland or waterway. The goods are placed alongside the carrier in the designated port. All the risks of damage or loss are passed onto the buyer at the port. The seller has the responsibility to clear the goods for export. This rule is usually used for container shipments. The buyer usually has the responsibilities to pay all duties and taxes related to the goods, and take care of all pre-shipment inspection (Incoterms 2010: 195).
- FREE ON BOARD (FOB) this is different from FREE ALONGSIDE SHIP (FAS) in that all risk and responsibilities passes onto the buyer, at the point the goods are on the carrier (Incoterms 2010: 203).
- COST AND FREIGHT (CFR) applies when the seller delivers the good to the carrier or will procure the goods that is delivered, and the risks and responsibilities then passes to the buyer when the goods are on a vessel. When the seller incurs any other cost in relation to cost, it cannot be passed to the buyer. (Incoterms 2010: 211).

- **COST INSURANCE AND FREIGHT (CIF)** the seller is to deliver the goods on the carrier or collect the good delivered. The freight cost and insurance are the seller's cost and cannot be passed onto the buyer. The seller is also responsible to all the goods for export, but not for import.(Incoterms 2010: 221)

These Incoterms forms part of the regulations that are applicable in both countries. These Incoterms will use it to negotiate the terms clearly, in other to know where responsibility and cost passes to the business to the seller. The terms will be stated clearly in any contract with a carrier of shipping company. In the interest of the proposed business, Nigeria and Finland both recognises the use of Incoterms and the use of arbitration when conflict arises.

5.4 Problems and Opportunities for foreigners intending to establish companies in Finland and Nigeria

It is important to look at some the problems and opportunities starting a business in Finland. The same is true with Nigeria, there are many people starting businesses, and the government is encouraging people to start a business. The author will use SWOT to analyse this section.

5.4.1 The SWOT analysis

The SWOT analysis tool is a useful of measuring how a business venture will be successful or opportunities to make improvements. This analysis is useful when measuring all business strengths, to see how that can be maintained, the weaknesses to see room for improvement, the opportunities, so as to build on it and the threats, so as to counter them. In this SWOT analysis we are going to review, factors that will likely influence an international business. The SWOT for the business is seen in table 1.

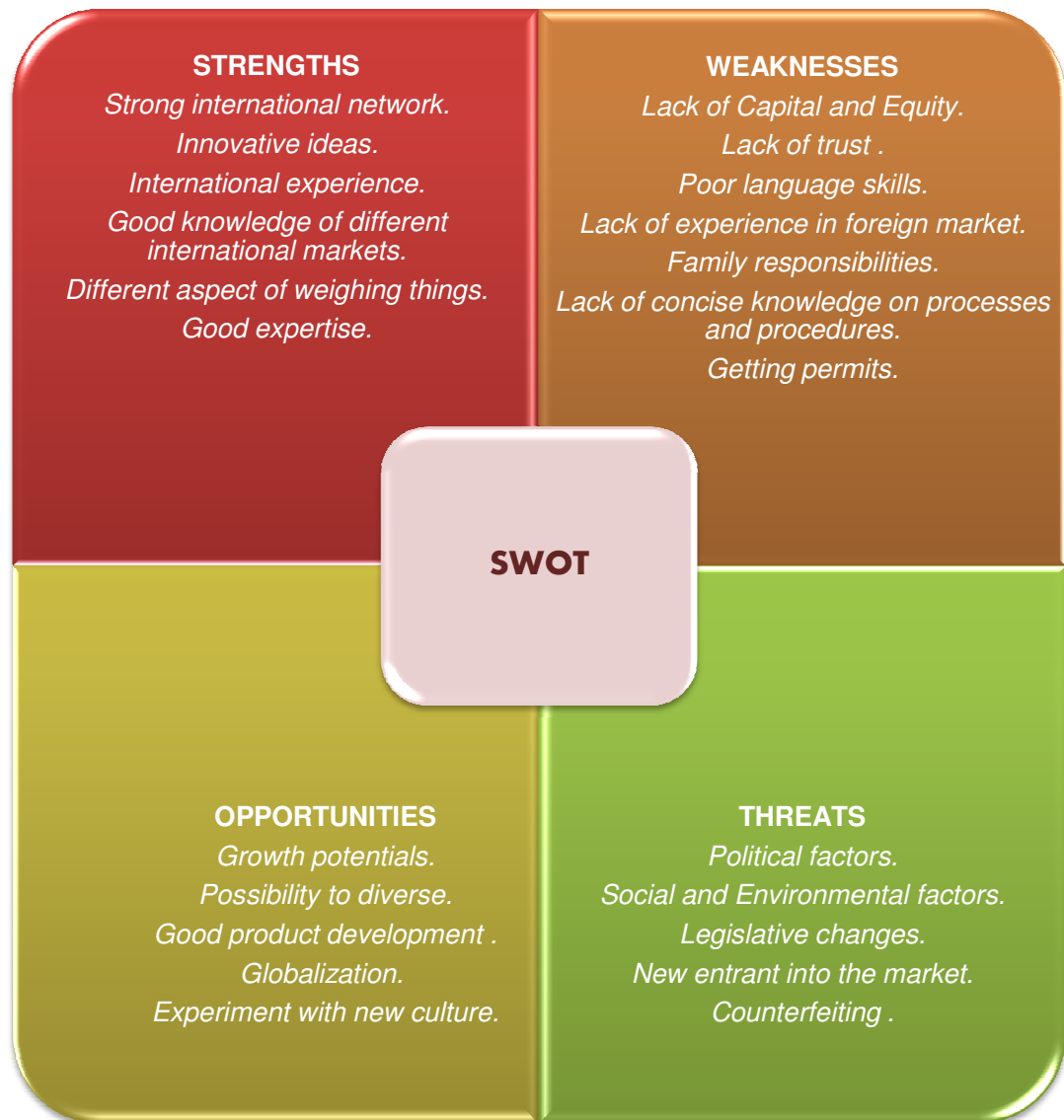


Table 1: SWOT analysis for foreigner setting up a business

5.4.2 Opportunities in Finland and Nigeria

In Finland, there are a few agencies that will assist those looking to start-up, like Yrityshelsinki. The agency has prepared a 20-page guide on becoming an Entrepreneur in Finland. This guide shows tips that are needed in order to run a successful business. It shows how to write a business plan for the new business and how to deal with tax and VAT issue. It also has a business dictionary that will help new entrepreneur know cer-

tain business word that is used locally in Finland. It gives an outlook on what it takes to be an entrepreneur and is a preliminary guide for new entrepreneurs (Becoming an Entrepreneur in Finland 2015: 11).

In Nigeria, there has been a lot of bureaucracy in starting and running a business, but in recent times the Ministry of Trade and Investment of Nigeria is incentivising people, both foreign and locals to start businesses, because the country has become the largest economy in the Continent. They have created a website (www.trade.gov.ng), which has centralized all needed agency for registering and running the business. This website is a single window into trade in Nigeria. There is INVESTORS' GUIDE TO NIGERIA, published by the Nigerian Investment Promotion Commission.

When considering the SWOT analysis and processes in these countries, it is found that the benefits of starting a business are large, but the problems need to be considered as well. The PESTLE factors of starting a business in Finland and Nigeria will consider these problems.

5.4.3 PESTLE factors to consider

PESTLE analysis is a framework for businesses to check the external macro environment factors that will influence decision-making in the business (Oxlearn 2015). The word is an Acronym for, Political, Economic, Social-cultural, Technological, Legal and Environmental (PESTLE). PESTLE analysis is an extension of the SWOT analysis as it considers further the threats and opportunities from a macro-environment point of view, some of which the company cannot affect (Oxlearn 2015).

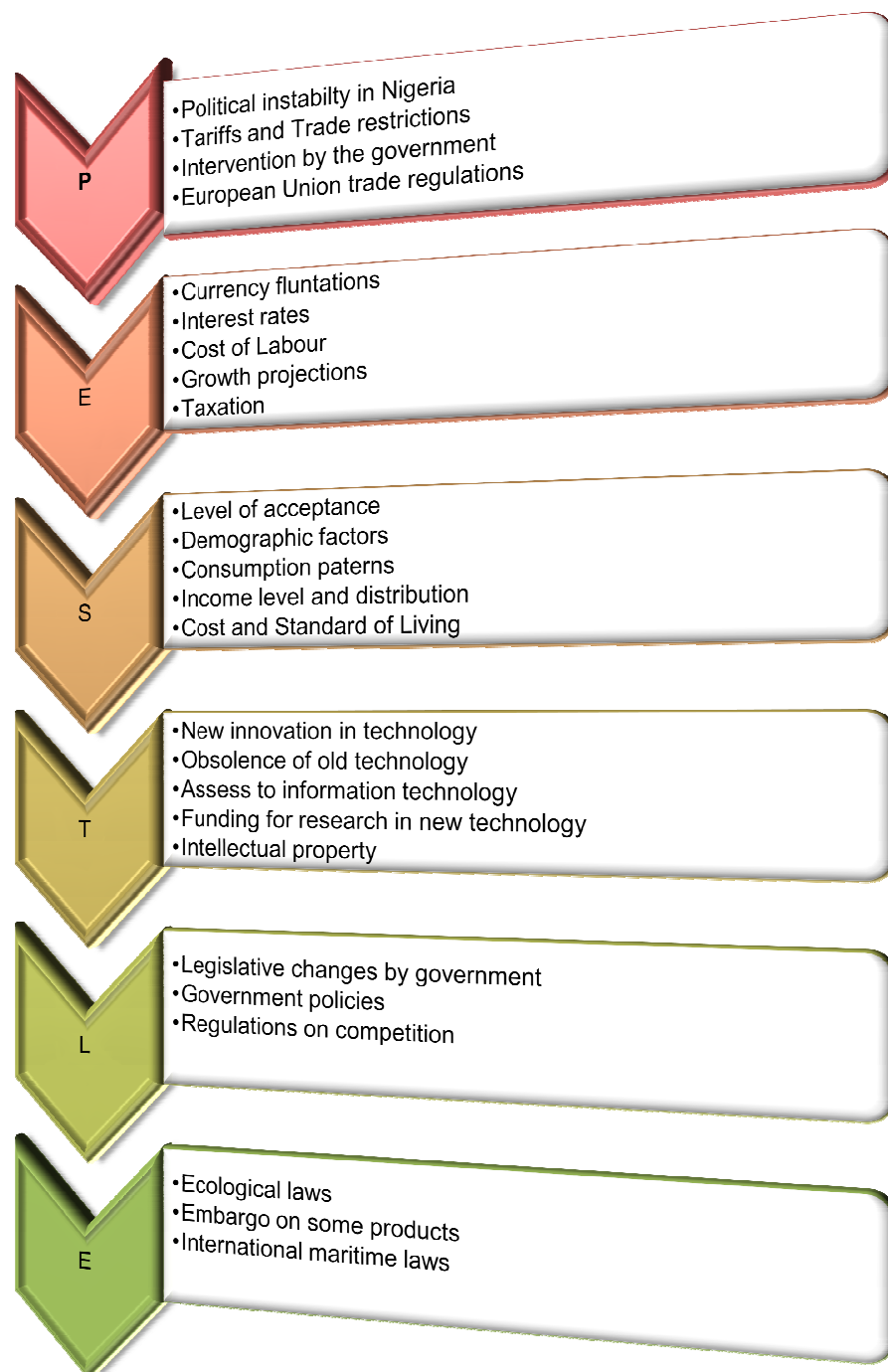


Table 2: Pestle factors

Table 2 outlines all the possible scenarios that could affect an international logistics business. These factors are to be seriously considered by the proposed logistics business to be successful internationally.

5.5 The risks to consider regarding to intercontinental logistics business

A major reason why many have not ventured into this area of intercontinental logistics in the Scandinavia is the fact that there are lot factor to consider especially in the area of problems, regulations and laws associated with waterway shipment to Africa. The volume of trade between Africa and Europe has been low. This has contributed to a large extent, to the lack of business development both regions. The other factor is the distance from Africa to the far north-eastern corner of Europe, with many obstacles on the way. As this thesis is looking to start a business that will serve both regions, attention needs to be focused on some factors that will primarily affect the business of intercontinental logistics.

Some of the big risks in the business are:

- ❖ Piracy: There has been an increase in maritime piracy in recent times in Gulf of Eden, Indian Ocean, Gulf of Guinea, and Somali Basin. This has brought about further complications in the shipment of goods, through these routes, especially affecting the cost of shipment to that region. Some of the high costs are as a result of re-routing vessels to avoid high risk area. This means that the vessels might have to travel longer routes, leading to longer delivery time, cost and more consumption of gas. This will affect the business model of this start-up, looking to be a low cost and fast.
- ❖ Cost of Insurance: The piracy and distance will affect the kind and rate of insurance on goods. The cost of insurance to the regions is also on the rise as a result of the heavier burden of risk that the insurance companies have to bear. Insurance has to been taken because of the damage that might be incurred as a result of transporting to such a long distance.

- ❖ Damages and compensations: The probability of damages is higher as the route is an intercontinental route. There is need to give consideration on how to deal with damages and compensation of damaged good to the customer.
- ❖ Low technology and innovation in the region: The level of technology in the African region is not the same that is obtainable in Europe. The information technology affects the ability to do an efficient tracking to cargo that is transported to this region.

5.6 Risk Mitigation Measures

Risk cannot be eliminated from this kind of business; especially the risks are piracy and damages. The business can only alternative options of sending items, and choose the least risky option. The partnership with other logistics companies, would afford the opportunity to make use of their infrastructure to lower any possible risks.

6 Gaining Competitive Advantage using Porter's Five Forces of Competition model, and Generic Strategies

Every business want to remain profitable and relevant in the long-term, which is why a business venture must look for ways to gain competitive advantage over its rivals, in order to maintain market leadership. The idea of competitive advantage is providing a value chain that could help the business make strategic decisions and differentiation to gain an edge over competitors (Porter 2004a: 33).

The logistics business proposed in this research will use the concepts of Porter's five forces model and generic strategies to gain an edge over other third-party logistics companies in the industry and differentiate the products and services that are offered, to retain prospective customers.

Competitive Advantage is what really determines how a business will perform in a particular market. (Porter 2004a: 26) The survey will explore areas where Porter's Five Forces of Competition Model and Generic Chain apply.

The logistics business for African immigrant has to be attractive to draw customers away from traditional logistics companies in the industry. Customers expect more from logistics providers. This fact was made clear by the survey for the demand of logistics services¹². The business has to formulate a competitive strategy to gain competitive advantage using this Five Forces of Competition Model.

6.1 Porter's Five Forces of Competition Model

Porter's Five Forces of Competition Model is useful in analysing the 5 competitive strategies that helpful in maintaining the profitability, strength and weaknesses of a firm. (Porter 2004a: 5). As a small business, looking to compete in an industry where there are many big players, the competitive strategy to be used is cost leadership, to beat the threat of substitute and potential entrants, when the model becomes profitable. This strategy will help to grow the market share of the logistics business.

The five competitive strategies helps to determine if a business will earn return on their investment. It helps to identify key factors that will help a firm get success and remain attractive in the long term. Figure 5.1 is a chart of the five forces, which includes potential new entrants, power of buyers, threats of substitute products or services, and the power of suppliers. These are the five forces that will determine if a business will remain profitability with an industry.

The aim as a business is to beat all the competition in the Five Forces of Competition theory, which helps the business to be sustainable in the long run. In this industry, if the business model is successful, the threat of potential entrant is greater, and the result will be cutting in our market share. There is the bargaining of the supplier of logistics service will help it determine good pricing system that would ward off potential threats. Going further to implement Porter's Generic Strategies with the Five Forces of Competition Model will give a business firm grip in the market.

¹² See Appendix 7; survey of the demand for logistics services.

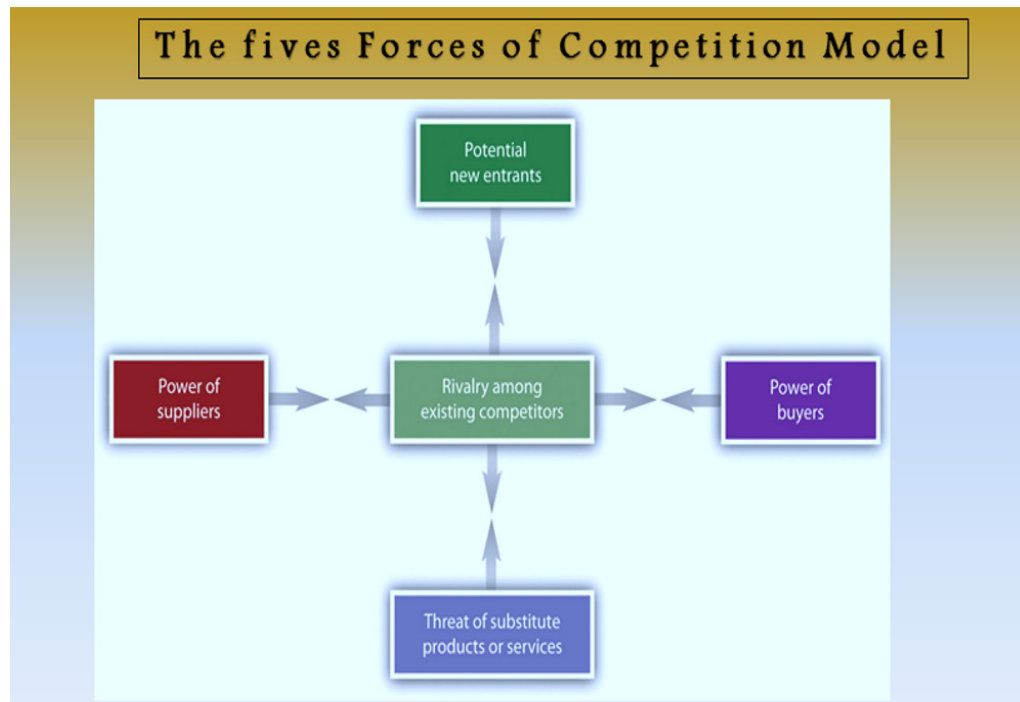


Figure 5.1: Porter's Five Forces of Competition Model

6.2 Using Porter's Five Forces of Competition in a third-party logistics industry

The logistics business has to figure out a strategy that works to keep give it competitive advantage. The business could use this theory to strategize how to remain attractive and profitable, despite all the external threat it might face. These external forces are things the business cannot change, but can prepare to rise above their effects. The external threats are all covered in the Porter's Five Forces of Competition: threat of potential entrants, threat of substitution, power of buyers, power of suppliers and rivalry amongst existing companies.

The analysis from the survey of logistics services¹³ will apply the response to Porter's Five Forces of Competition and Generic Strategy. Figure 5.2 shows, customers expect that the price level of logistics services drops from the current level to enable more people to use the services. That needs to be the primary target of the business. The responses from potential customers fits with Porter's Five Forces of Competition be-

¹³ See Appendix 6 Survey questions for gaining competitive advantage

cause buyers have the power to influence what price the business will charge, especially if there is the threat of a substitute in the market. (Porter 2004a: 6). This is why 46% of the respondents want to see the business charge a price that will keep the customers happy to use their services.

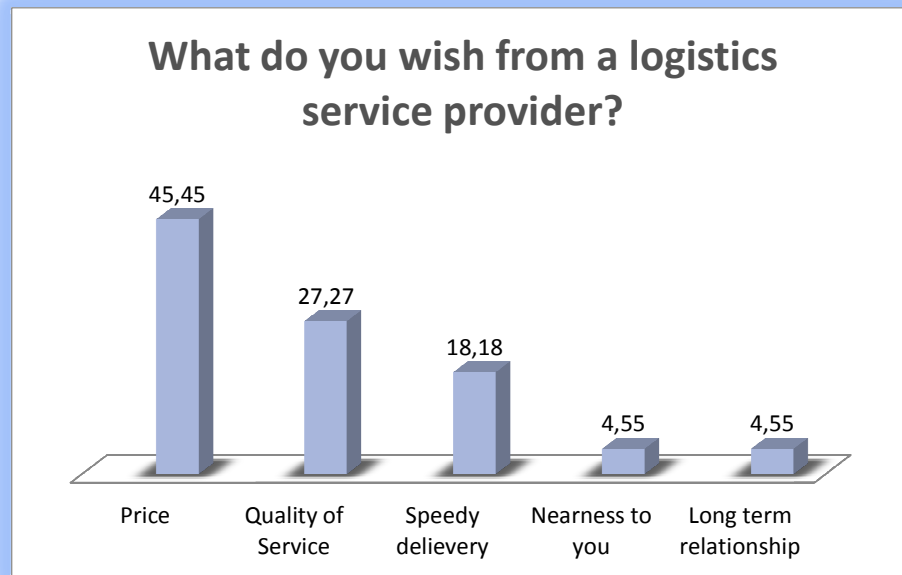


Figure 5.2: The expectation of customers from logistics providers is a competitive price.

When a business fails to yield to the demand of a business about price, it will result in abandonment of the business. This is shown in figure 5.3 below, where 55% suggest they have abandoned a business mainly because of price.¹⁴

¹⁴ See Appendix 10 in the additional responses section.

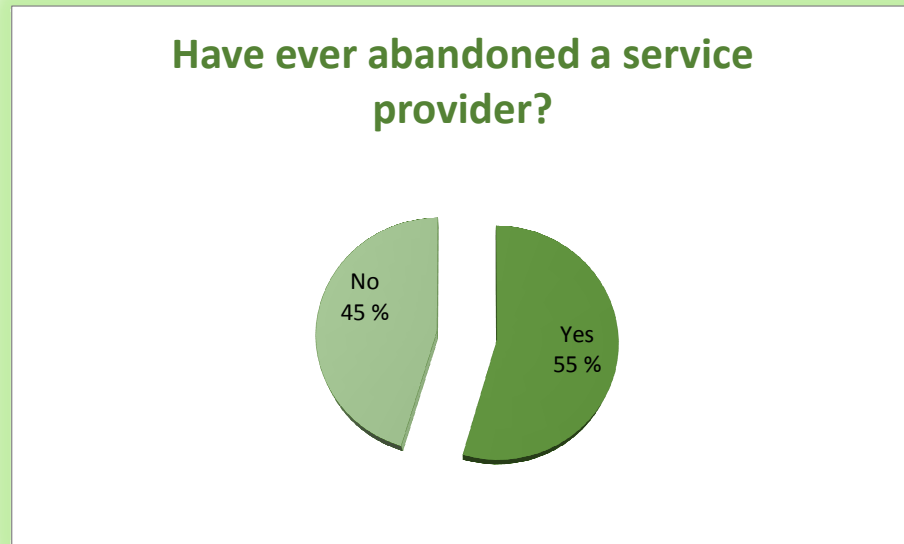


Figure 5.3: Abandonment of service

The status quo of the logistics industry is not the best, because the logistics companies are not reaching the optimum customer satisfaction level. This can be seen by the responses received in figure 5.4 about the current level of the service provided. There are 38% who feels that the service provided is bad. There is something, which the provider of logistics services are not doing, and figuring that out will create a unique selling point for any business; that offering good prices for services. In an industry that applies the five forces, this situation will make new entrants or will make the customers seek for substitute services (Porter 2004a: 6).



Figure 5.4: Customer's rating of current status of logistics services



Figure 5.5: Responses that there needs to be better logistics services

Looking at figure 5.5 it can be seen that 88% want a logistics business that services the African immigrant community in Scandinavia. The market is price sensitive market as described by Porter. If the service provided is too expensive, buyers will not use the services. This is why in the business need to place factors that will give the business low cost, in other to charge low prices. Some of the factors to consider will be:

- Building good Economies of Scale
- Creating a good brand identity
- Increase volume of transactions
- Getting absolute cost advantage
- Improve quality of service delivery.

When the business implements these factors the result they will be able to beat all rivalry in the industry as shown by Porter's Five Forces of Competition, because customer loyalty will make customer stick with the business even when the prices slightly increases. This is seen in the response in figure 5.6 and 5.7 on how to maintain the customers.



Figure 5.6: Customers are willing to pay a higher price if there are core competencies

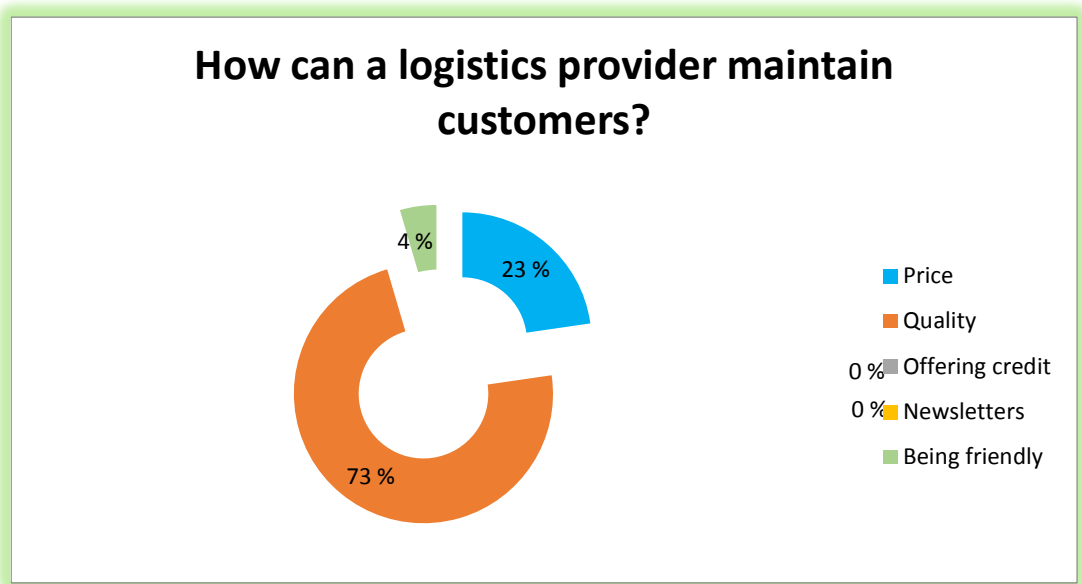


Figure 5.7: Customers demand quality service

In summary, fusing Porter's Five Forces of Competition and the responses from this survey, it is important for the business to make a study of the logistics industry, and implement core strategies, in order to take a good position in the industry.

6.3 Porter's Generic Strategies

Porter's Generic Strategies is the concept that competitive advantage is at the heart of any strategy, and to get this competitive advantage over other firms, a business must make certain choices (Porter 2004a: 11). These choices are captured in the table 9 below to include; Cost leadership, Differentiation, Cost focus, Differentiation focus.

- Cost Leadership can be a very effective strategy a firm can use to maintain competitive advantage by trying to offer products or services at low cost to get a larger portion of the market. A good way to be a low cost producer is to get raw materials at lower cost. When a firm is a cost leader, it positions the firm well in the market that is able to ward off any rival in the market.

- Differentiation is also a very effective strategy where the firm seeks to be unique in the market, thereby being able to offer premium price for their service or product. Differentiation could be applied through a number of factors; it might be the system of delivery by which the product gets to the customer or the marketing approach, or even physical branding of the product or services.
- Cost Focus is the segmenting of a particular area of the market and serving exclusively that area of the market. The aim of this is to optimize the strategy to be able to achieve competitive advantage in this area. The cost focus seeks to get cost advantage in the segment of the market, and exploits the differences in cost behaviour in some segments (Porter 2004a: 15).
- Differentiation Focus is similar to cost focus, but seeks to differentiate the target segment. This focus seeks special needs of the buyers in certain segments (Porter 2004a: 14).

Table 3 are categories of 4 generic strategies in a narrow target and broad target, and the region they fall, so as to achieve competitive advantage.

		Competitive Advantage	
		Low Cost	Higher Cost
Competitive Scope	Broad	Cost Leadership	Differentiation
	Narrow	Cost Focus	Differentiation Focus

Table 3: Porter's Generic Strategies

The business proposed in this research need to look for ways to apply Porter's generic strategies to remain relevant and withstand the five forces better (Porter 2004a: 6). This will be done by being a cost leader in the industry; because it is a price sensitive industry, as we have seen from the survey responses. Firms in this industry have to choose one option that makes them have a good position in the market. This will de-

pend on how large the business wants to be. The logistics business is a small capital-based business; the focus is on keeping cost very low, so as to charge low prices. Applying this to the responses in the tables below, we seek ways to follow the best strategy that will put it in a good position. Considering that the logistics business proposed seeks to be a cost leader, the focus is getting economies of scale and reaching people with the service, at very minimum cost, advertising the services offered through social media is a good strategies to help keep cost down. This corresponds with the response in figure 5.8, where 55% would prefer to be advertised to by that. Social media advertising cost little or nothing, using it will keep cost down, while reaching more people.

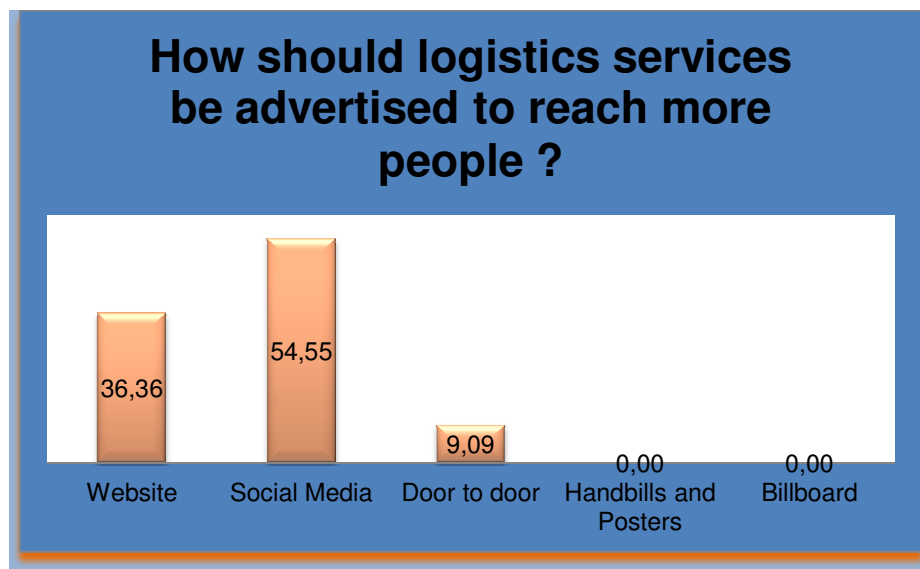


Figure 5.8: How to advertise to customers

Continuing to maintaining low cost and being a cost leader in this industry, it will significant affect the business if a partnership agreement, could be made with other firms in the industry. Figure 5.9 shows the responses from the survey, 82% thinks that partnership in the industry will be more productive, lead to better quality and competitive price

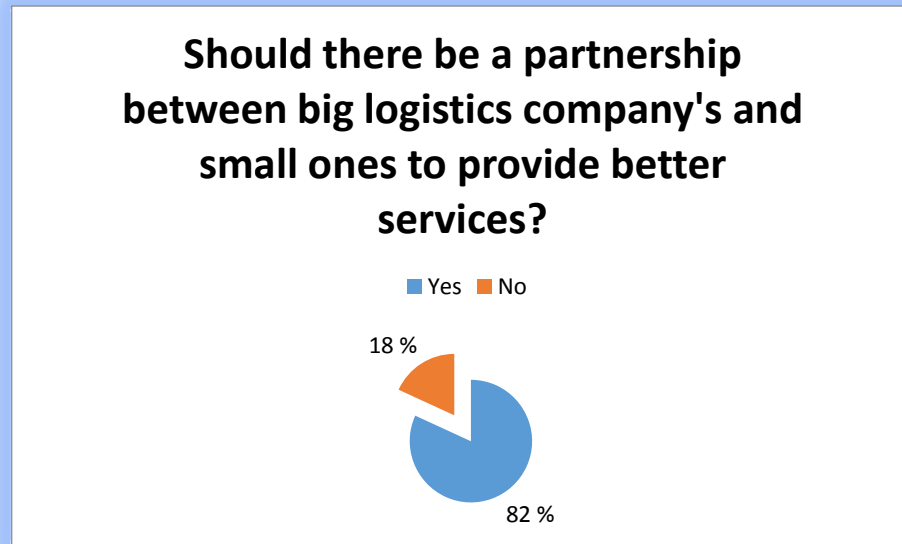


Figure 5.9: Partnership between logistics firms

Figure 5.9 was developed by Porter to show the generic strategies a business could use to ward off potential rivals. Table 4 shows a combination of the Five Forces of Competition model and Generic Strategies to achieve competitive advantage as it applies to the logistics service for African immigrants. It highlights strategies the business could implement to profitable and maintain attractiveness.

	Cost Leadership	Differentiation	Focus
Entry Barriers	Price cutting ability to ward off new entrants	Loyalty of customers ward off new entrants	Core competencies development
Buyers' Power	Offering discount to loyal customers	Less option to negotiate because of differentiation	Less power to negotiate because of core competency
Suppliers' Power	Protected from strong suppliers	Well positioned even if suppliers increase price	Suppliers price does not affect
Threats of Substitutes	Low price ward off substitutes	Customer's loyalty ward off potential threats	Core competencies ward off substitutes
Competitive Ri-	Better competitive	Customers loyalty	Differentiation can-

valry	price out of compe- titions' reach	hinders switching to competitors	not be met by competitors

Table 4: Factors that will affect the structure of a business (Source: Porter 2004)

Applying both Porter's theories to the survey on demand for logistics services, will help the business stands out and high to maintain competitive advantage, by offering quality services at a reasonable price. In the long term customer will require quality service, even if they are paying a low cost. Its focus should be on making the customers, loyal customers, so that even a higher price because of higher cost, they still hold a good part of the market. The business by have the mix of Porter's Five Forces of Competition and Generic Strategies, will build core competency as the business develops and gain cost advantage as a result of the cost drivers or adopting an efficient way of delivering the service.

6.4 Using Porter's Generic Strategies in making Strategic planning of the logistics business

A strategic plan is very essential to the success of the proposed business. Many strategic plans are built on price and cost projections (Porter 2004: 25). So our strategic planning will focus on keeping the cost of the business, so as to get low pricing. This will give sustainability to the business and keep it profitable. Though, the focus is on cost leadership strategy, a mix of differentiation also applies to the business. This is because the business is a kind of niche market that focuses on African immigrants as customer. That has differentiated the business, as makes it hard for rivalry to imitate.

7 Gauging the demand for logistics services to Africa in Scandinavia

For a business to thrive there has to be a continuous demand its product or services. In line with the idea of remaining relevant and maintaining competitive advantage, a survey was conducted to gauge the level of demand for a logistics business, which pro-

vides customized services to African immigrant in the Scandinavia. This section of the research will analyse the responses from the survey of African immigrants living in the Scandinavia¹⁵. These responses will help structure the business to fit the needs of the customers.

Figure 6.1 shows that a large number of the respondents are male. This shows that a large part of our target market will be male. Porter shows that for a company has to develop a competitive strategy to gain competitive advantage. The competitive strategy should relate to the business environment (Porter 2004b: 3). This looks like a male dominated environment; the competitive strategies will be to channel advertisements on more male customers.

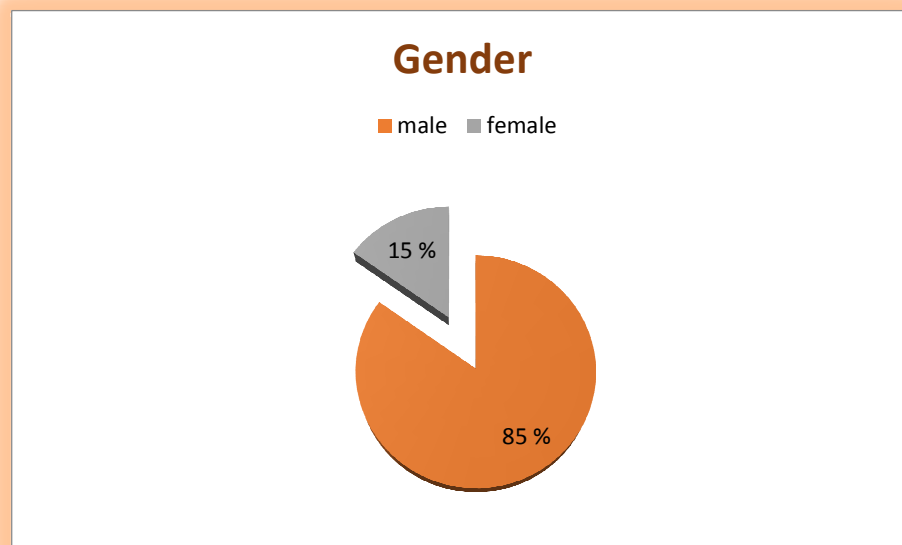


Figure 6.1: Gender of respondents

Figure 6.2 shows that a good number of those willing to use the services are from Nigeria. This fact is good as the business looks to start-up first on Nigeria which is the largest economy in the region. It is to be noted that the African society is still a Patriarchal society, so economic activities are still dominated by men. The business should

¹⁵ See Appendix 8: Survey questions for gauging demand for logistics service for African immigrants

endeavour to build core competency by channelling their advertising on this group.¹⁶ (Porter 2004a: 235).

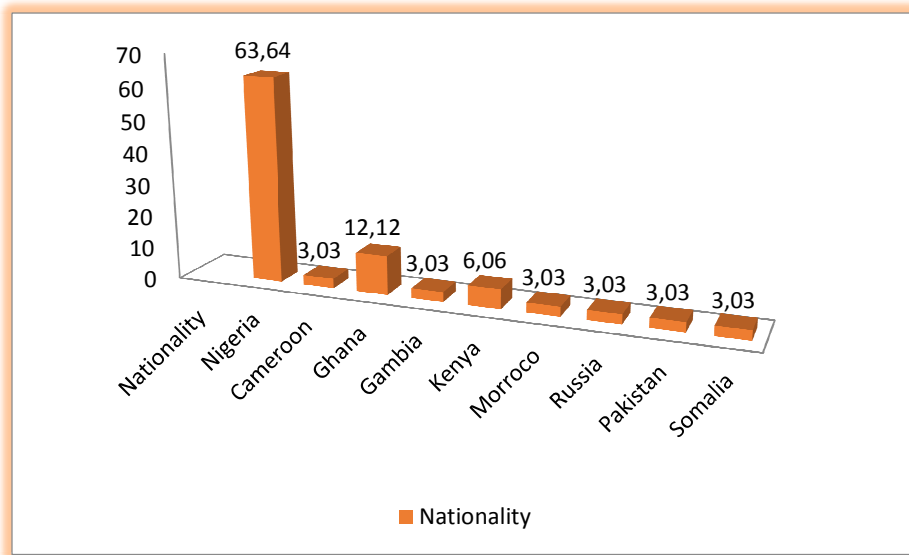


Figure 6.2: Nationality of respondents

From figure 6.3 and 6.4, a large portion of the people that resides in Finland will want to send and receive things from their home countries. 85% of those who desire to send items are averaging 10 years. It could be as a result of having strong connection with home. In line with Porter's theory of building core competency, advertising will be focused on getting these groups to use the services.

¹⁶ The survey was sent to equally to both males and females; the greater number of responses was from the male respondents; that lead to the conclusion that there are more male customers.

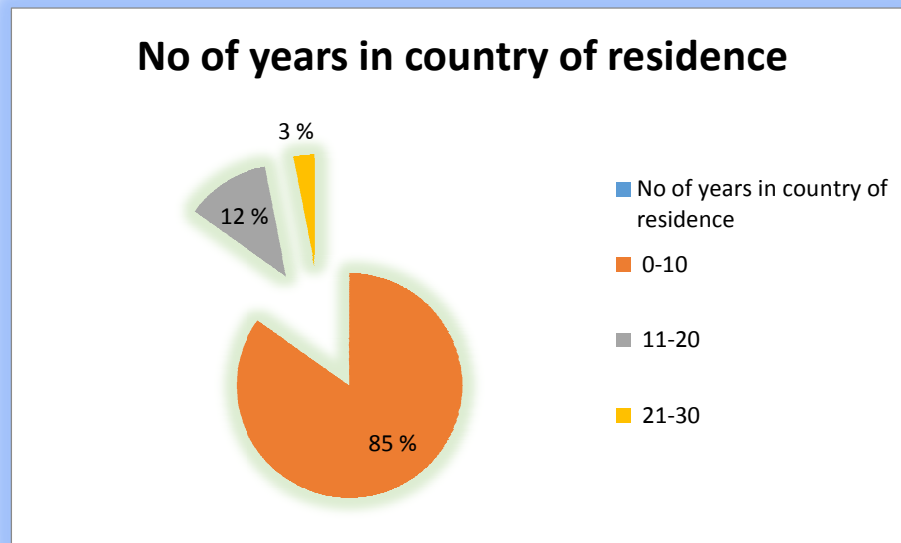


Figure 6.3: Years in country of residence

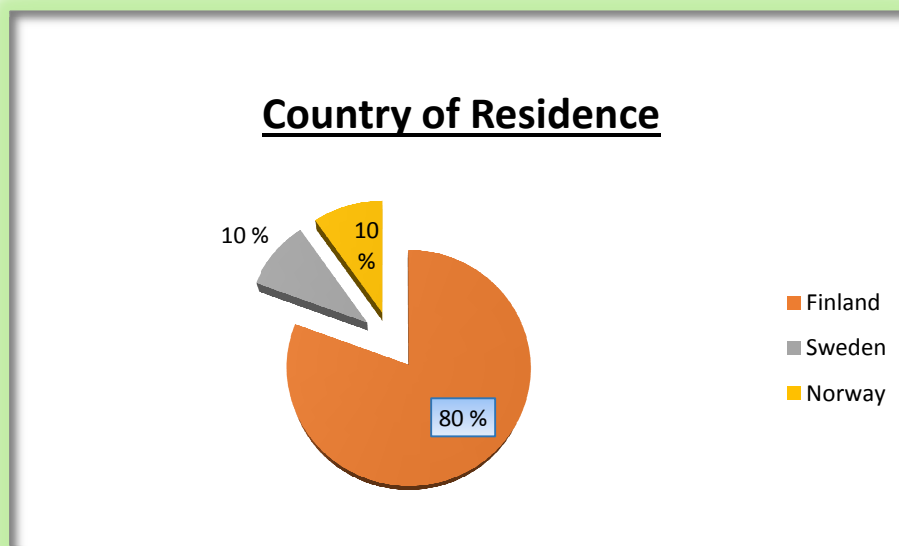


Figure 6.4: Country of residence

Figure 6.5, 6.6, 6.7, and 6.8 shows that about 52% have received items from African and 61% have sent items. This establishes the fact there is a large market for this kind of service. The Tables show also that there is a general dissatisfaction amongst the African immigrant community about logistics services provider. So this shows that there

exists demand for this kind of logistics service and there will be high level patronage by African immigrants.

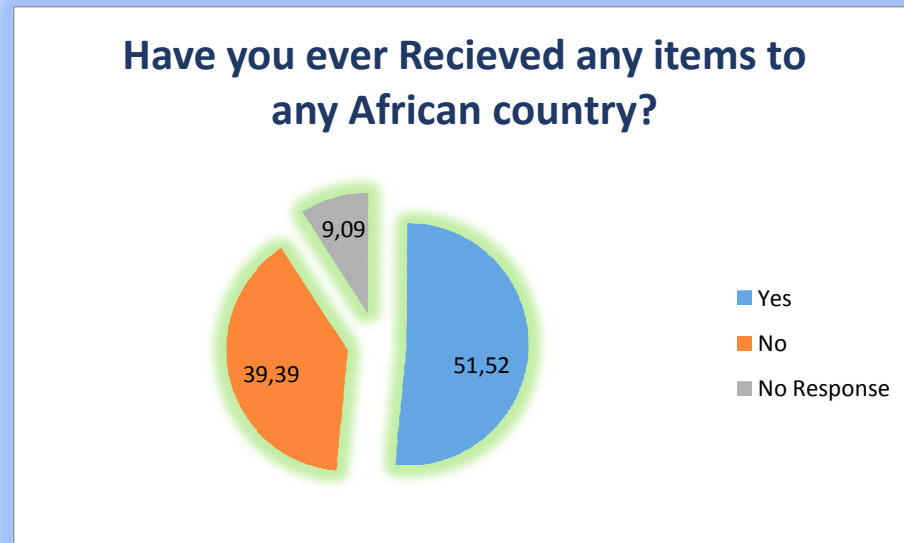


Figure 6.5: Respondents who have received items from Africa

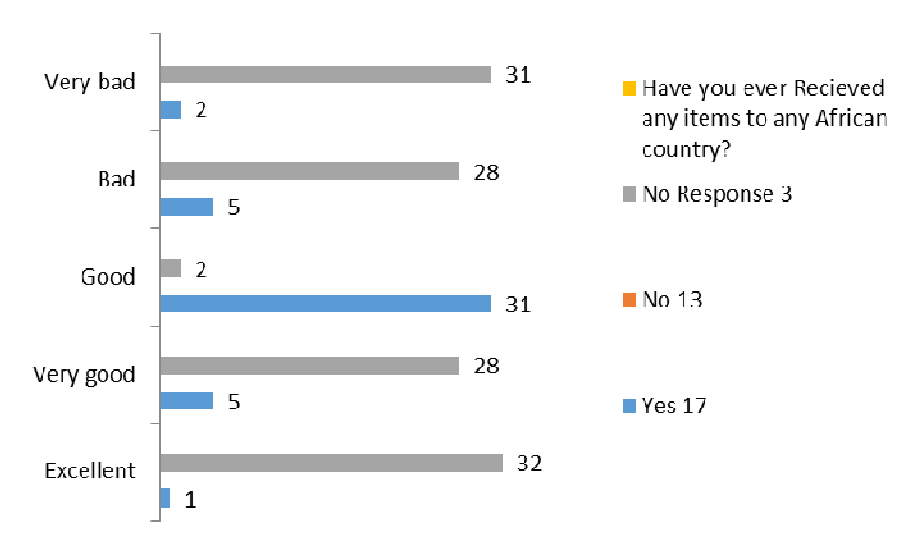


Figure 6.6: Chart of Respondents who have received items from Africa

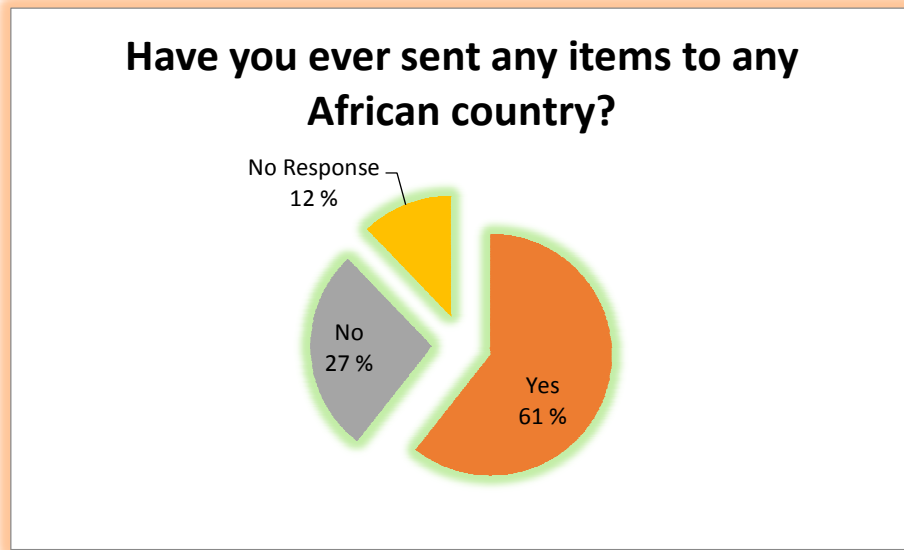


Figure 6.7: Respondents who have sent items from Africa

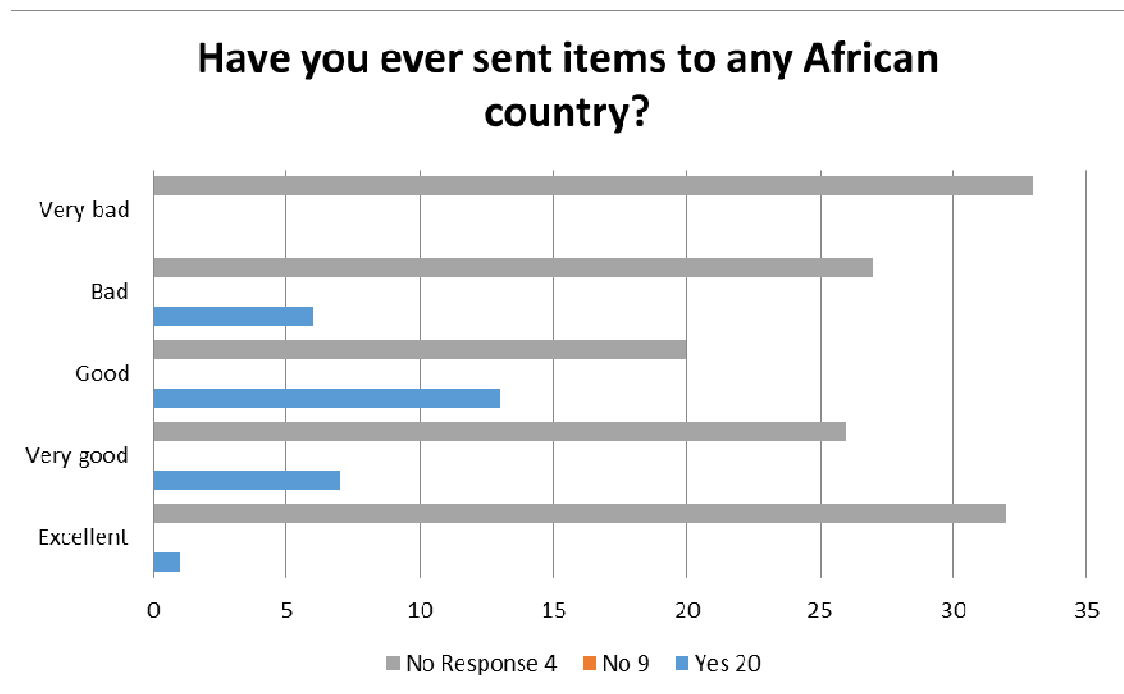


Figure 6.8: Chart of Respondents who have sent items from Africa

Figure 6.9 shows that, 67% of the respondents say logistics services are very expensive, while only 3% considers it cheap. So the entry of a low cost service provider, will give it cost leadership (Porter 2004a:12).

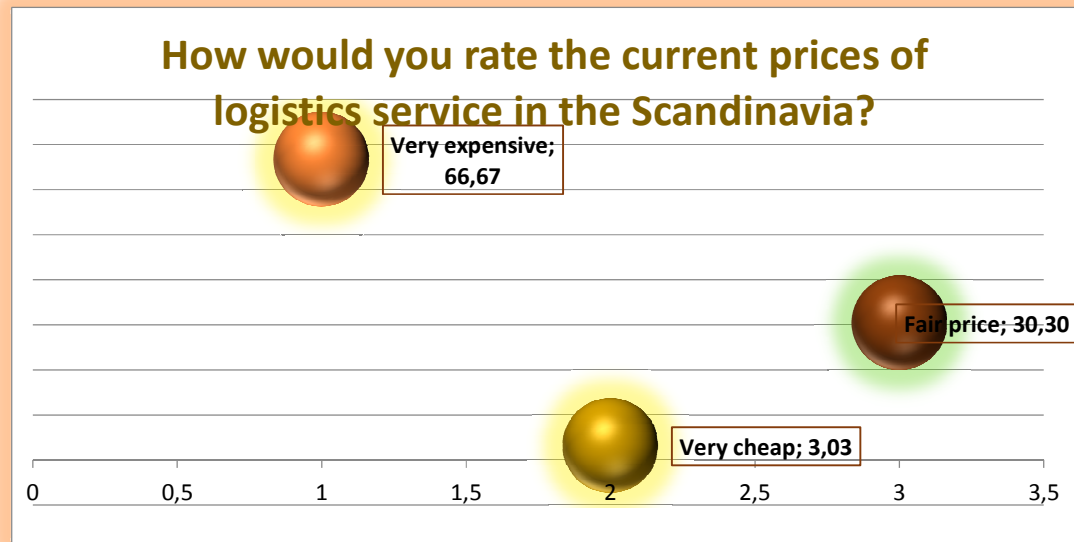


Figure 6.9: Rating of logistics service in Scandinavia

In summary, judging from the responses, and the theory of Porter's Five Forces of Competition Model, it is sure there is a high demand for this kind of service, if, it has a moderate price. Seeing from the response in Figure 6.9, that the prices of the services offered in the Scandinavia is very expensive; business has to build new capacity in the area of fast and cheap delivery to ward-off all rivalries(Porter 2004b: 7).

8 The business model for this company

The business model for the proposed business will help to structure the business, making strategic and innovative business decisions. This is a key to being successful in the long-term.

Figure 7.1 show a popular business model canvas designed by Alexander Osterwalder¹⁷. The canvas shows nine block segments a business needs to consider to become successful and to remain profitable. The questions in each block need to be considered by any business, and identifying the answers is germane to the success of our business.

¹⁷Alexander Osterwalder is the co-author of "Business Model Generation." He is the creator of the Business Model Canvas is used by leading organizations and business start-up.

The focus of this section is to use the model of the canvas to create the business model that will work for the third-party logistics business. There is a step-by-step analysis of each block that is relevant to the proposed logistics business, and there is at the end a customized business model canvas for the business.

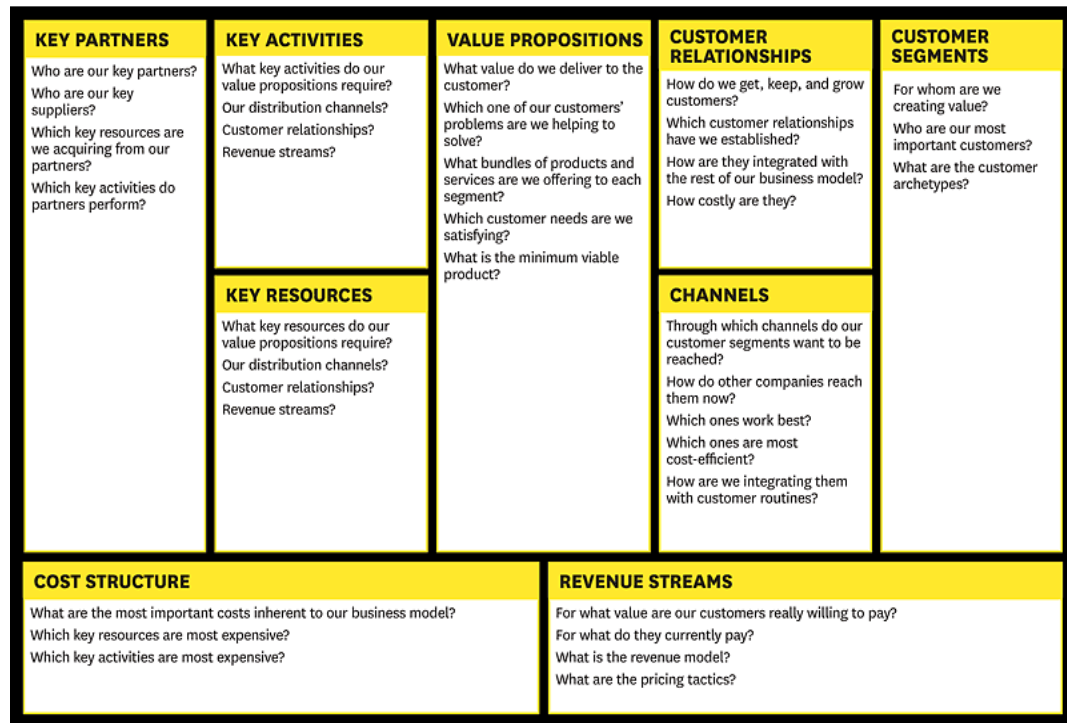


Figure 7.1: A business model canvas. (Source: Harvard Business Review)

1 Key Partners

Who are our key partners?

The business will seek partnership with big shipping companies that have the infrastructure to support a small business. They will include Maersk and Schkener, who have large infrastructure in the Scandinavia and Africa. We will go into partnership with other businesses willing and able to support the business.

Who are our key suppliers?

Key suppliers will be big shipping companies like Maersk and Schkener. The business will seek allotments from carriers on board their vessels. We will try to sort out suppliers from other companies also as the business needs grows.

What key resources are we acquiring from our partners?

The key resources from partners will be shipping and logistics services, like pick-ups and drop off services. Maersk and Schkener are some of the world's biggest shipping companies who can provide such resources. Our partnership will help us reduce the cost of shipping, when we do that at quite regular intervals.

What key activities do partners perform?

Partners are major carriers, which own big carrier vessels. They also own the infrastructure to support other logistics functions, like warehousing, loading trucks, containers etc. We are looking to use these infrastructures to help our business, especially in the early stages.

2 Key Activities

What key activities do our value propositions require?

The key activities are the provision of professional logistics services to customers looking to send and receive items from Africa. These will include the receiving of items of any size and handling the paper works with customs and other authorities. Depending on the need of the customer, we look to applying the use of Incoterms that will best fit the need of the customer. Other activities will include warehousing, pick-up and drop-offs of items from and to designated locations.

The Distribution Channels

The distribution channels will be the process of getting the items from the customer until we deliver them to the final destination or point of drop-off. This will represent the whole supply chain management. This is shown in the chart below:

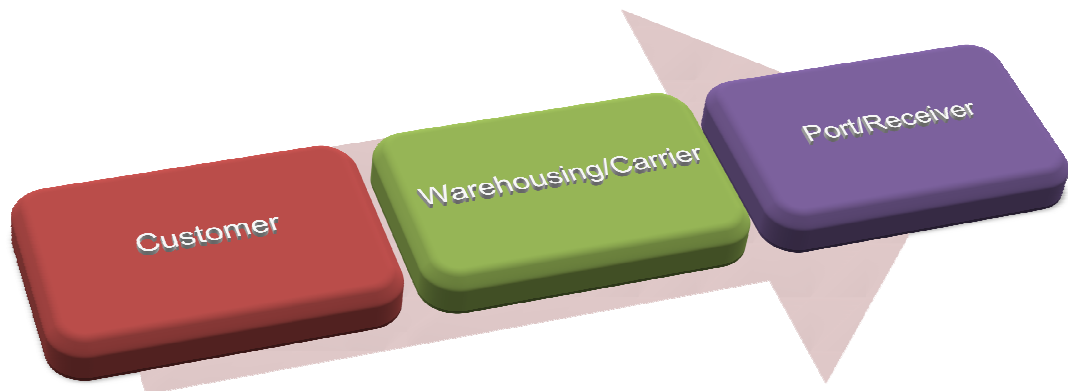


Figure 7.2: Our distribution channel

The distribution channel is made simple in the start of business to help gain control of the market. The table shows it to be receiving items from the customer, storing in the warehouse or sending to the carrier and then to the port of drop-off or at customers designated drop-off point.

Customer relationships

The nature of the logistics business requires that we create a long-term relationship with customer. The projection is that some of the customers will want to go into a kind of export and import business. We look to enhance the relationship with such customers, giving them incentive to remain loyal customers over time. These incentives will include discount on services, expediting the shipment of their items and offering credit facility to trustworthy customers.

Revenue Streams

Revenue is expected mainly from the shipment of items. Extra revenue might come from warehousing and re-packing of items in behalf of customers. Offering consultation to customers will also provide some revenue.

3 Key Resources

What key resources do our value propositions require?

The key resources required in our value propositions are mainly the expertise in this sector of logistics services for African immigrants. The knowledge of the people and the market give us a competitive advantage in the market. This serves as a key resource for our business because; there is no company that is currently serving the needs of African immigrants in the Scandinavia.

Other resources will include the kind of partnership with large shipper companies, and the infrastructure we will develop to build the business.

Our Distribution Channels

The distribution channel is still the same as mentioned in the table 22, where our main focus will be on maintaining our customers.

Customer relationships

The customer relationship is the same as mentioned above. The customers of the business are the key resources in the business, as such, maintaining a long-term friendly customer relationship is a key to being profitable in the long-term.

Revenue Streams

Revenue is generated from the customers, and this will come mainly from logistics and consulting services to the customers.

4 Value Propositions

What value do we deliver to the customers?

The value we hope to deliver to customers is a kind of customized logistics services to and from Africa. This service will be offered to them to meet the special need of sending and receiving items from Africa at low cost.

Which one of our customers' problems are we helping to solve?

Helping our customers' solve the problem of sending and receiving items from and to Africa; a service they require, that is not currently provided for by large logistics organizations.

What bundles of products and services are we offering to each segment?

Customized logistics services to Africa, warehousing and inventory management, and consultation services.

Which customer needs are we satisfying?

We are filling the need of receiving and sending items from and to their home countries irrespective of the size. It is seen that African immigrants have special needs of being close to their home, and we look to fill that gap.

What is the minimum viable product?

Our minimum viable product is offering basic third-party logistics service to customers

5 Customer Relationships

How do we get, keep, and grow customers?

We hope to get customers through directing marketing and advertisements on social media platform. We will go to strategic locations where there are large population of African immigrants, handing out handbills and placing posters about the services we offer. We also look to using social media and a website to connect to and keep our customers. We will grow the relationships by frequently sending newsletters on updates and offers to returning customers.

Which customer relationships have we established?

We have spoken to few potential customers about the kind of services we are looking to start, and they have shown interest in the service. During the survey, those who took the survey have responded that they require such service and we hope to maintain them as well.

How are they integrated with the rest of our business model?

On inception of the business, they will be briefly and invited to the opening of the business, where a presentation of the business model will be deliver to help them see how they will benefit from using the services.

How costly are they?

In comparison, to what is currently available, the services we are looking to offer are low-cost. We look to using low pricing to attract the customers, and to keep them using our services.

6 Channels

Through which channels do our customer segments want to be reached?

We look to use the business to customer (B2C) model to reach the customers. This will be emphasised on our website and social media pages. On the website, we look to creating a page, where our services could be ordered and we make arrangement to pick-up the items from the point where the customer wants to it. This might incur extra charges for this service depending on the customer. We will also use the office as a way to receiving orders.

How do other companies reach them now?

Other companies reach their customers using their websites and intranet for distributors.

Which ones work best?

From the survey analysis, it is seen that social media advertising is preferred by most customers. That is an effective way to reach customers.

Which ones are most cost-efficient?

The most cost-efficient way to reach customers is through social media. The use of social media marketing is almost at no cost and is effective in reaching a lot of people in little time.

How are we integrating them with customer routines?

We will do that using the business' Enterprise Resource Planning tool (ERP). This tool will help the returning customer to get familiar to the basic routines we have and operate with. The customers could over time make direct order for the services offered.

7 Customer Segments

For whom are we creating value?

We are creating for African immigrants living in the Scandinavian countries. There is also possibility that some from Africa will benefit in the future.

Who are our most important customers?

African immigrants living in the Scandinavian countries

What are the customer archetypes?

This would be a customer who uses the service, and keeping returning to use the services we provide for many years.

8 Cost Structure

What are the most important costs inherent to our business model?

This will be the cost of setting up a brand that becomes a household name. The cost of setting up partnership with other logistics companies, and using their infrastructures.

Which key resources are most expensive?

Partnership with the big logistics companies that are already in the industry.

Which key activities are most expensive?

The most expensive will be the cost of warehousing for customers, depending on how long they require the service.

9 Revenue Streams

For what value are our customers really willing to pay?

The logistics services provided to get their items delivered from Scandinavia to Africa and back.

For what do they currently pay?

They pay a high price if they require logistics services directly from big logistics companies, and as noticed, this is done when it is absolutely necessary.

What is the revenue model?

Keeping cost down, so as to generate high turnover. We want the customers to also return to continue using our services

What are the pricing tactics?

We want to attract and keep customers using low-cost model.

The customized business model canvas is drawn in table 23

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
--------------	----------------	--------------------	------------------------	-------------------

Maersk. Schkener .	Customized logistics services. Warehousing. Consulting.	Unique market. New brand. Low pricing. Accessibility.	Long-term Dedicated service. Self-service.	Niche market. Segmented.
	Key Resources		Channels	
	Unique selling point. Partnership.		Website. B2C. Social media.	
Cost Structure			Revenue Streams	
Partnership with big logistics companies. Warehousing.			Long-term relationship. Personalized services. High turnover.	

Table 5: Our Business Model for the third-party logistics business

9 The business plan for the logistics business

The surveys have shown that this business is economically viable. This business plan is an action plan on how to proceed with establishing the business. A business is not able to raise money without a well prepared business plan. The business plan is what give life to a business and presents the vision to other. (Kuratko,Hodgetts 2007:353). This business plan is also based on the data and analysis collected through survey. It tries to present a realistic picture of the business expectations. This document will provide facts about the proposed business venture; the current position, the expected needs, and the projected outcome for the business. (Kuratko,Hodgetts 2007:354) The business intends to start as a business name registered with The Finnish Patent and

Registration Office, and The Cooperate Affairs Commission of Nigeria.¹⁸ With the progress of the business it will become a limited liability company in Finland and Nigeria.

The contents of the business plan and analysis

1 Executive Summary

This is a business proposition for establishing a third party logistics business that will serve the African immigrants living in the Scandinavian countries. The business will primarily supply logistics services to African immigrants that reside in any Scandinavian country. The intention is to send and receive items, of all sizes, at low cost. The business will first open an office in Helsinki, preferably close to the harbour, to help the economies of scale. Another office will be in Nigeria. Both offices will serve as a receiving point for packages, and all documentation regarding shipment will be done from both offices.

The business at this stage is not yet register and is there are still a few strategic development that are ongoing, but this business plan is part of the strategic development for the business to highlight the key component of the business.

The value proposition being offered includes customized logistics services, inventory management, warehousing, transportation management, and consulting services. This will include handling all the key elements in logistics management for customers and other services required to meet customer satisfaction.

The business looks to start small and expand with time. The marketing strategy is to form partnership with large logistics companies and carrier that have the infrastructure to support and carry the business, with the mutual benefit to long term business relationship, and major interest in serving the African immigrant population that are living in Scandinavia.

2 Company Overview

The business has not yet been registered in any of the countries and a business name has not been selected yet. That process will be started when this business plan is final-

¹⁸ All projection and analysis made here are for the start-up in Finland and Nigeria; including financial estimation.

ized, as it will serve as a guide to following all the due process. The business is intended to start as a sole proprietorship business and later be registered as a limited liability company, in Finland and Nigeria. The business will offer integrated logistics services including consultation services, and liaising with the customs preparing all the necessary documentation that will accompany a package.

- **Aims & Objectives**

The main objective of the business, aside from making profit, is to meet the demand for Africans living in the Diaspora, sending and receiving items from their home countries. We hope to offer quality logistics service that is tailored to the need of African in the Scandinavian. The other objective is growth of the business into an internationally known brand. We look to diversify the business and grow to a point where the business could enter other market.

- **Mission Statement**

“Our mission is to connect our client to their root. Being satisfaction to their lives by bring their homes closer to them. We want to offer services that will add meaningful value to their lives. We deliver quality and timely packages.”

3 Professional Support

The business will offer consulting services in behalf of the client. Using the knowledge of Incoterms to determine what will best fit the customers need. There will also be regular checking with the various authorities to see what regulation applies to the kind of package the customer is looking to deliver. We will do all the export declarations, and follow up and problem that will result relating to the package, to see it is delivered in good order and on time.

We will offers on demand, pick-up service for the customer, if they will need to certain packages for different location. This service might incur extra service cost.

- **Operations**

The operations scope will be between all Scandinavian countries. Operations will start in Finland and Nigeria, but will expend with time to other African and Scandinavian

countries. This depends on the success and strategic implication of the business and ideas.

- **Operation Cycle**

The operation cycle will basically follow the timetable of the shipping company and will depend to a large extent on the means and price the customer is willing to pay for the kind of package

- **Payment**

The payment system in Finland will be all valid forms of payment, like cash, bank transfers, credit cards, and bills. In Nigeria, it would be mainly on cash, bank transfer and credit system. Depending on the frequency and level of patronage, we might be able to offer credit service to some customers. This also depends on the size and quality of package that is to be sent.

4 **Market Research**

The feasibility survey of the business was carried out to see the response of African to this kind of logistics service. A good number of respondent see the need for such service. There is a growing need for African to send thing to relative. The respondents have a need to send various items of different sizes. Amongst the things mentioned are: clothes, electronics, documents, food items, cosmetics etc.

- **Client Research**

In market research conducted, a profile of the kind of clients the business target in the beginning are those with African origin living and working in Scandinavia. The vision of the business is to grow the client base in the coming year to also include international client sending things to Africa. This business will conduct further research to see how the brand could grow to cover the need of other international clients. As it is a recommendation that businesses starts small, the business will start on a small scale in Finland and in Nigeria, and expand coverage with time to other countries.

- **Evidence of Customer Demand**

The evidence of customer is seen from the research on the use of logistics services. The author of the thesis have also conversed with African in some Scandinavian countries to see how they have been able to send items to their various countries, and it

was obvious there is a huge problem in this regard. This prompted the research to see how their demand could be met.

5 Competitor Profiling

Every business has its competition, and for a fact, there are severe big logistics companies delivering to African and the rest of the world at very high price. They include companies like, DHL, UPS, FedEx, etc. The profile of these companies is below:

UPS (United Parcel Service

Company's revenue is \$ 33.5bn, with coverage of 99% world's GDP. They have 22,500 employees and over 550 warehouses globally. They operate with 1000 tractors, and over 2000 trailers. Their logistics services are; air cargo, ocean freight forwarding, customs brokerage, warehousing, transportation management, and distribution.

FedEx (FedEx Corp.)

FedEx revenue is \$ 22.5bn, with coverage of 99% of the world's GDP. Operation with 35 warehouses, 300 tractors, 1000 trailers, and 2000 employees. The company offers transportation management, freight forwarding, supply-chain consulting, customs brokerage, warehouse services.

DHL .Deutsche Post World Net

Revenue is about \$49.7bn, with Coverage of 99% of World GDP, and 13, 000 employees. Their services are air cargo services, freight forwarding, supply-chain consulting, customs brokerage, transportation management, and warehousing.

Schenker

Schenker's revenue base is \$19.5bn. They cover all the continents except for the Oceania. They have 36,000 employees and 405 warehouses globally. They provide air cargo services, freight forwarding, transportation management, customs brokerage, distribution, and warehouse services.

- **Unique Selling Point**

The unique selling point of this business is that it centres its market on majorly African in the Scandinavian. The business seeks to fill their need to send and receive some packages to their home countries, based on their cultural need to be in touch with their roots and culture. This unique selling point will help us to channel the business model to fit their needs.

6 Sales & Marketing Strategy

The sales and marketing strategy is a centralized advertising on the African living in Scandinavian. The business from Africa will grow based on the recommendation from the Africans living in the Scandinavian. The strategy is that operations will start in Finland and grow to other countries. For this purpose, all marketing effort will be focused on getting people to use the services.

7 Pricing Policy

The model of the business is a lowing cost and fast delivery model. The aim is to offer this kind of logistics service at low cost that it will attract customers' to send even little items. The prices will be set mainly using the size and weight of package. The frequency of delivery will also be factored to incentivize customer to use the service more. The business looks to maintain a low-cost and low-pricing model.

8 SWOT Analysis

The business has to look at some of the factors that can positively or negatively impact the business in the short and the long-term. These factors are summarized in the SWOT table below. The SWOT analysis will be considered from time to time to see changes in the different aspects.



Table 6: SWOT analysis of the business

9 Marketing Plan

The business will reach out to customers using all available social media platform. The marketing could be done on the using these platform because does not cost so much and is effective in reaching a lot of people. Other marketing would be done using internet and phone directory to reach out. The employees that will be hired in the beginning will play a major role in contacting and connecting to potential customers. A major part of the marketing will be done using printed pamphlets, that will be posted in strategic locations, where African shop and hangout, and handing it to them on the streets. The business will evolve more ways of marketing as the business grows.

The website of the business will also serve as a good medium to reach customers. It is expected that the website will be a simple, easy to website, that customers will be able to navigate, and get the information they need to get good service. We have developed a metric as a guideline to our marketing plan. This table is for the first year of business marketing plan.

Marketing Objective	Required Steps	Executed by whom	Period of Execution	Metric	Cost
Reach 10000 people in the first month	Advertise through website, social media, and flyers	Owners and employees	1 month	Possible over-time by all	€10000
Set up a website	Engage the service of software engineers	Owner and software engineers	2 months before opening	Seek out a good software company	€5000
Register the business into a directory	Register the business and advertise to the authorities	Owner	1 month before opening	Seek out the relevant authorities	€3000
Reach	Advertise	Owners and	12 months	Ongoing ad-	€20000

500000 people	through website, social media, and flyers	employees		vertisements	
----------------------	---	-----------	--	--------------	--

Table 7: The marketing plan for a year

10 Financial Plan

The financial plan is important because it is a combination of all other financial figures to create a guide that will help investors to see the direction the business is going to go and the possibilities of getting the margin right. This is also useful to the business as the following and reviewing of the financial plan is always ongoing in the course of running the business. The business financial plan will show a total financial projection for the first year of doing business, and will include the start-up costs, sales forecast, cash flow statement, break-even analysis, and the assets and liabilities.

- **Start Up Costs**

The projection for the start-up in Finland and Nigeria is about €150,000 to €250,000. The projection is likely to go higher, as the business is established. This projection is the cost of 6 months operation of the business. The total cost of start-up is likely to increase over time.

The breakdown of the cost is as follows:

COST OF START-UP	
ITEM	COST
Business location rent	€ 20 000
Furniture and fittings	€ 20 000
Cars	€ 35 000
Employee's salary (12 months)	€ 35 000
Marketing	€ 25 000
Business registrations and Taxes	€ 20 000
Accounting/Legal	€ 10 000
Miscellaneous expenses	€ 20 000
TOTAL	€ 185 000

Table 8: Cost projection for the business

- **Sales Forecasts**

This is one of the most difficult projections to make, as we are unable to say particularly what the customer base will be like. The business will make a sales forecast for the first year, and depending on the success of the business, make further projection base on that

12-months forecasts

<u>MONTH</u>	<u>SALES FORECAST</u>
January	€ 15 000
Feburary	€ 17 000
March	€ 25 000
April	€ 30 000
May	€ 32 000
June	€ 31 000
June	€ 30 000
July	€ 29 000
August	€ 32 000
September	€ 35 500
October	€ 35 000
November	€ 37 000
December	€ 40 000

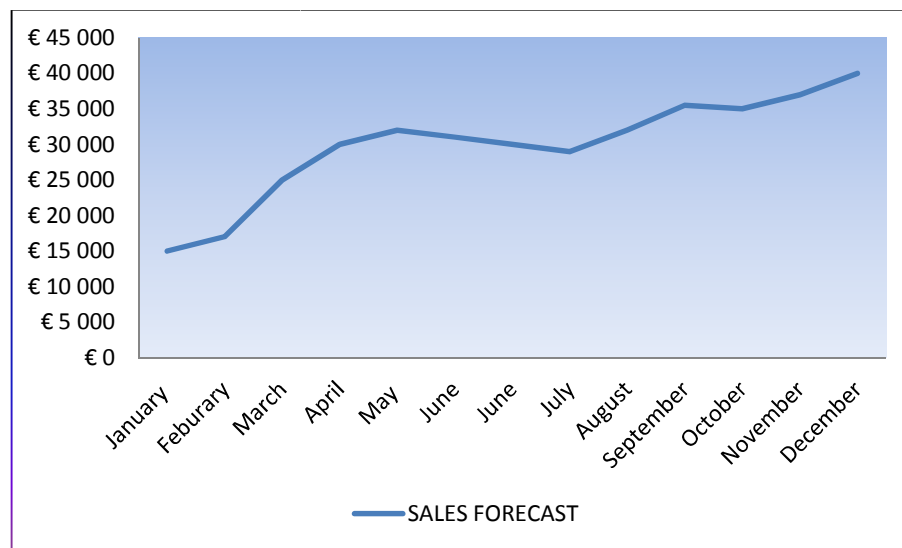


Table 9: Sale forecast table and chart for the year of business

The target of the business on sales is to make profit at the end of the business year, but even a break-even in the first year of business is acceptable because the business recovers the initial cost of investment. The chart project a profitable year for the business at the end of the first 12 months.

- **Cash-flow Forecasts**

As a starting business, we are not able to draft a cash flow statement, to reflect all the activities of the business, especially about the cash inflow to the business, but we are able to make projection of the expected cash outflow, based on what we have on hand and future transaction. This section of the business plan will draft the cash flow, this will serve as a guide we can work with when we are running the business proper and the business could make the needed adjustment.

The cash flow statement shows mainly the cash from equity and loans from the bank that will be used to establish the business. Other figures on taxes and other expenses come from the sales forecast and the cost of the business start-up.

<p><u>New Third-party Logistics</u> <u>Cash Flow Statement</u></p>	
<p>For The Year Ending 31.12.2016 Cash at the Beginning of the Year €250000</p>	
Operating Activities	
Cash receipt from customers	€ 388 500
Cash paid for	
General expenses	-€ 20 000
Salaries	-€ 35 000
Business registrations and Taxes	-€ 20 000
Accounting /Legal	-€ 10 000
Net Cash Flow from Operations	€ 303 500
Investing Activities	

Cash receipts for	
Business location rent	-€ 20 000
Furniture and fittings	-€ 20 000
	-€ 40 000
Net Cash Flow from Investing Activities	
Financing Activities	
Loans	-€ 150 000
Net Cash Flow from Financing Activities	-€ 150 000
Net Increase in Cash	€ 113 500

Table 10: The business cash flow statement

- **Assets and Liabilities (Balance Sheet)**

The balance sheet will show information on the assets, liability and capital of the business at the time of starting the business. It will reflect what the company owns and owes to investors. The assets can tangible and intangible goods items in the business. Liabilities are the debts of the business. Capital is the owner's equity. The balance sheet at the beginning of this business is shown below:

<u>New Third-party Logistics</u>	
<u>Balance Sheet as at 31.December 2016</u>	
Current Assets	
Cash and cash equivalents	€ 113 500
Trade receivables	€ 348,500
Debtors	€ 5,000
Non-Current Assets	
Vehicles	€ 35,000
Furniture and fittings	€ 20,000
Buildings	€ 20,000
Equipments	€ 20,000

Total Assets	€ 448,500
Shareholders' equity and Current Liabilities	
Creditors	€ 110,000
Tax payable	
Credit cards	€ 15,000
Non-Current liabilities	
Long term loans	€ 150,000
Total Liabilities	€ 275,000
Owners' Equity	
Capital	€ 150,000
Retained Earnings	€ 23,500
Current Earnings	
Total Owners Equity	€ 173,500

Table 11: Balance sheet for the business

The market for logistics services for African immigrants, have to be structured in a way that it will be attractive and the price competitive in other to get good patronage. The challenge to the structure is that there is no existing structure to follow. The structure can be made and improved on as the business develops.

The structure of the market will try to see factors that will govern the delivering of logistics services as seller of the services and how the buyers of the service will respond to the supply of the service. The structure of the business in the beginning will be a Business to Consumer (B2C) market, where the business will centre attention on satisfying African immigrants looking send and receive things.

10 Recommendation for further research

The current research focuses attention on the start-up of this logistics business in two countries, Finland and Nigeria. Further, research would be required, if the business is to be extended to other Scandinavian and African countries. In other to continue the research, the level of success of the current start-up will need to be measured, and it

should serve as a yardstick to measure the expansion of research in the area of study. More data needs to be gathered on the processes of structuring a business in those countries.

Further, research could be conducted to see how the brand could be made an international brand.

11 Reliability and Validity of the Research

The research will lead to the start-up of a logistics business; as such the information has to be accurate and reliable. The analysis of the survey will be helpful in conveying the reliability of the research. Surveys will be done to measure the validity of the research. The survey questions used were sent out randomly. The first survey was used to analyse the implementation of competitive advantage, a model by Michael Porter. The second survey was used to gauge the level of demand for this kind of logistics services amongst African immigrants. When collecting data in Finland from African immigrants, it was challenging to measure the result against certain yardstick, because this topic is not so popular in Finland, and incentivizing people to respond, because of time constraint and other cultural factors. Overall, the reliability and validity of the research was not negatively affected by these challenges.

12 Conclusion

In conducting this research, the author hopes the business plan and theory explored will serve a model to help any who is looking to venture into this field of business in general, especially in emerging African market, where it could be a bit bureaucratic starting a business. Business needs to evolve over time, this is why, there needs to be thorough implementation of the business plan and the entire model set therein.

Finland and Nigeria are the test grounds for the establishment of this proposed business. This successes or mistakes made will be carried forward to the other countries that the business looks to establish a ground too. Finland is really a good place to start as it has been noted by many research and organisation to be business friendly and

provides support for new businesses. Nigeria is also a good start as it is the largest economy in Africa, with the largest market is the continent. The government is also making a drive to promote the country, as a business friendly place, by incentivize investors, through tax breaks and trying to provide the enabling environment for the business to thrive. Though this research centred on starting a logistics business, the models used could be applied to any other form of business.

In this research, it has been highlighted in this research that a business need to seek out ways to establish long term attractiveness and profitability by using the models set out by Porter. This is really important when one considers that there are always other force that has to be dealt with in the business environment, namely; rival companies, buyers, supplier and potential entrants. These theories are really centre point to a new business and to the continuous success of the business, because as shown in this thesis, the business has to create a unique selling point, which will make it stand out from the crowd. That unique selling point is reflected in the business plan that was made at the conclusion of the research.

The surveys presented the opportunities to see ways to better deliver a good customer-oriented service. It highlight the areas where there is a need to improve the quality of service and who the customers desire from this kind of business. The survey also pointed out the level of demand for kind of logistics services, and why there is a continuous need for the service. The link was established with the survey that to gain competitive advantage Porter's value chain theory is paramount to getting and maintaining the customer using an attractive price system or offering outstanding quality service that will keep the customers. Attention needs to be given to the kind of customer base and what is really important to them. This will help to structure a business to fit their need, and will resulting in keeping them in the long term.

In conclusion, it is hoped that the business plan, will serve as a basis to starting off this business, and improvement will be made as the business grows and expand to other markets. The fact remains that no two market is the same, so, there is a need to keep creating a unique selling point in every market, the success of the business hinges to the ability to keep adapting and applying the lessons learnt from Porter's theories used in this research.

13 Bibliography

Making Globalization (2005) Robert J. Holton. 1st edition. Palgrave Macmillan

Global Policy Forum 2014 <https://www.globalpolicy.org/globalization/defining-globalization/50338-lamy-underlines-need-for-unity-in-our-global-diversity.html?itemid=id#642> [Accessed 31 January 2015]

Research Methodology: Methods and Techniques. (2004) C.R. Kothari. (2nd Revised Edition). New Age International Limited. Publishers

OECD Economic forecast for Finland. 2014 <http://www.oecd.org/eco/outlook/finland-economic-forecast-summary.htm> [Accessed 03.02.2015]

Doing Business in Finland 2015
http://www.tietoakseli.fi/uploads/images/files/Doing_Business_in_Finland_UHY_TietoAkseli.pdf [Accessed 03.03.2015]

Number of Enterprises opening and closing 2014
http://www.stat.fi/til/aly/2014/03/aly_2014_03_2015-01-23_tie_001_en.html [Accessed 03.02.2015]

Starting up business in Finland 2015 [http://www.vero.fi/en-US/Companies_and_organisations/Foreign_business_in_Finland/Starting_up_business_in_Finland_foreig\(15344\)](http://www.vero.fi/en-US/Companies_and_organisations/Foreign_business_in_Finland/Starting_up_business_in_Finland_foreig(15344)) [Accessed 09.03.2015]

Number of Enterprises opening and closing 2014
http://www.stat.fi/til/aly/2014/03/aly_2014_03_2015-01-23_tie_001_en.html [Accessed 03.02.2015]

Information on the processing time of registering a business in Finland
<http://www.prh.fi/en/kaupparekisteri/kasittelyajat.html> [Accessed 05.02.2015]

Information on registering a business in Finland
http://www.prh.fi/en/kaupparekisteri/yrityksen_perustaminen/perusilmoituksen_tekeminen.html
<http://www.ely-keskus.fi/en/web/ely-en/> [Accessed 05.02.2015]

Africa's new number one. 12.04.2014 <http://www.economist.com/news/leaders/21600685-nigerias-suddenly-supersized-economy-indeed-wonder-so-are-its-still-huge> [Accessed 05.02.2015]

CIA Fact book on Nigeria 2015 <https://www.cia.gov/library/publications/the-world-factbook/geos/ni.html> [Accessed 06.02.2015]

National Bureau of Statistics of Nigeria. Nigerian Capital Importation. Q3 report (2014) <http://www.nigerianstat.gov.ng/nbslibrary/economic-statistics/business-and-finance> [Accessed 06.02.2015]

Processes of registering a business in Nigeria(2015) <http://new.cac.gov.ng/home/part-a-registry/> [Accessed 06.02.2015]

Define of Stamp Duty (2015) <http://www.investopedia.com/terms/s/stampduty.asp> [Accessed 06.02.2015]

Nigerian Investment Promotion Commission. (2014) Investors' Guide to Nigeria. 7th edition [Accessed 06.02.2015]

Third-Party Logistics (3PL) 2014 <http://cerasis.com/2013/08/08/3pl-vs-4pl/> [Accessed 31 January 2015]

Fundamentals of Logistics Management: European edition 2006. David B. Grant, Douglas M. Lambert, James R. Stock & Lisa M. Ellram. McGraw-Hill Companies

Sample of Memorandum and Articles of Association 2015 http://new.cac.gov.ng/home/wp-content/uploads/2013/11/Memorandum_and_Articles_of_Association.pdf [Accessed 06.02.2015]

Sample of a Certificate of Incorporation 2015 <http://www.norfinoffshore.com/en/norfin-offshore-nigeria> [Accessed 30.03.2015]

Nigerian Customs Service: prohibition list 2015 <https://www.customs.gov.ng/ProhibitionList/import.php> [Accessed 16.02.2015]

Incoterms 2010 by the International Chamber of Commerce (ICC)

Becoming an Entrepreneur in Finland 2015 http://www.yrityshelsinki.fi/sites/www.yrityshelsinki.fi/files/article-attachments/201305/Perustamisopas%20englanti%202013_web.pdf [Accessed 23.02.2015]

Definition of PESTLE 2015 http://www.oxlearn.com/arg_Marketing-Resources-PESTLE---Macro-Environmental-Analysis_11_31 [Accessed 23.02.2015]

Competitive Advantage: Creating and Sustaining Superior Performance (2004a). Michael E. Porter. Free Press.

Competitive Strategy: Techniques for Analyzing Industries and Competitors (2004b). Michael E. Porter. Free Press.

Top 25 logistics company <http://www.supplychainbrain.com/content/sponsored-channels/kenco-logistic-services-third-party-logistics/single-article-page/article/top-25-third-party-logistics-providers-extend-their-global-reach/> [Accessed 23.03.2015]

Entrepreneurship: Theory, Process, Practice. 2007. Donald F. Kuratko. Richard M. Hodgetts. 7th edition. Thomson South-Western

Business Model Canvas 2015.

https://hbr.org/resources/images/article_assets/2013/10/canvas1.gif [Accessed 19.03.2015]

Appendix 1: "Y" form. Start-up notification**YI**

Lomakkeella voit ilmoittautua tai hakautua kaupparekisteriin, säätiörekisteriin, arvonlisäverovelvollisten rekisteriin, ennakkoparitrekisteriin, työnantajarekisteriin ja vakuutusmaksuverovelvollisten rekisteriin. Ilmoittakaa tässä lomakkeella myös onnakeon määrittämisestä koskevat tiedot. / Using this form you can have your enterprise entered in the Trade Register, Foundation Register, VAT Register, Prepayment Register, Employer Register and Register of bodies liable for tax on insurance premiums, or you can apply for entry. You can also supply the information enabling the tax office to set your prepayment tax.

Lähetätkää lomake osoitteella / Send the completed form to: PRH - VERCHALLINTU, Yhtystietojärjestelmä, PL 2000, 00231 HELSINKI

Viranomaisen merkintä / For official use

PERUSTAMISILMOITUS
Osakeyhtiö, osuuskunta, säästöpankki,
säätiö, yhdistys ja muu yhteisö

START-UP NOTIFICATION
Limited companies, co-operatives, savings banks,
foundations, associations and other organisations

Yrityksen tai yhteisön nimi / Name of enterprise or organisation	
Toiminimi / Company name	Yrityksen kieli / Language <input type="checkbox"/> suomi / Finnish <input type="checkbox"/> ruotsi / Swedish
2. Nimivaihtoehto / Alternative company name 2	3. Nimivaihtoehto / Alternative company name 3

Kotipaikka (kunta) / Municipality where the business is to be registered
--

Muut mahdolliset toiminimet (Täyttäkää tarvittaessa) / Other company names (Please complete if necessary)	
Rinnakaistoiminimet (Toiminimen vieraskieliset käännökset) / Parallel names (Translations of the company name into foreign languages)	
Aputoiminimi / Auxiliary name	Aputoiminimillä harjoitettava toimialan osa / Line of business under this auxiliary name
Aputoiminimi / Auxiliary name	Aputoiminimillä harjoitettava toimialan osa / Line of business under this auxiliary name

Yhteystiedot / Contact information		
Postiosoite (katu/taie, talon nro, postila, huoneiston nro tai postilokero) / Postal address (street/road, house/apartment no or PO Box no)	Postinumero / Postal code	Postitoimipaikka / Town or City
Käyttöosoite (katu/taie, talon nro, postila, huoneiston nro) / Street address (street/road, house/apartment no)	Postinumero / Postal code	Postitoimipaikka / Town or City
Puhelin / Telephone	Matkapuhelin / Mobile phone	Faksi / Fax
Sähköposti / E-mail	Kotisivun www-osoite / Website	

Yritys ilmoittautuu seuraaviin rekistereihin: / Registers the enterprise would like to be entered in:		
<input type="checkbox"/> kaupparekisteriin (mukaan kuitti käsitellyksi maksusta) / Trade Register (enclose receipt for processing fee)	<input type="checkbox"/> arvonlisäverovelvollisten rekisteriin / VAT Register	<input type="checkbox"/> työnantajarekisteriin / Employer Register
<input type="checkbox"/> säätiörekisteriin / Foundation Register	<input type="checkbox"/> ennakkoparitrekisteriin / Prepayment Register	<input type="checkbox"/> Verohallinnon vakuutusmaksuverovelvollisten rekisteriin / Register of bodies liable for tax on insurance premiums

Yritysmuoto (Käyttäkää myös yritysmuotokohtaista liitelomaketta. (Luettelo lomakkeen sivulla 2.) / Type of enterprise (Please complete the appendix form applicable to your enterprise; see list on page 2)		
<input type="checkbox"/> Asunto-osakeyhtiö / Housing company	<input type="checkbox"/> Osuuskunta / Co-operative	<input type="checkbox"/> Yhdistys / Association
<input type="checkbox"/> Julkinen osakeyhtiö / Public limited company	<input type="checkbox"/> Säätiö / Foundation	<input type="checkbox"/> Muu, mikä? / Other type, please specify
<input type="checkbox"/> Osakeyhtiö (=yksityinen osakeyhtiö) / Limited company (=private limited company)	<input type="checkbox"/> Ulkomaisen olinkeinonharjoittajan sivuliike / Branch of a foreign enterprise	

Tilikausi / Accounting period	
Tilikausi (pv.kk - pv.kk) / Accounting period (day.month.day.month)	Ensimmäisen tilikauden päättymispäivä (pv.kk.vvvv) / End date of the first accounting period (day.month.year)

YTJ 1001a 1.2011

Perusosa, sivu 1 (4) / Basic section, page 1 (4)

Yritys on perustettu yritysmuodon muutoksen seurauksena (Katsokaa täyttöohje) / Legal entity form has changed (see instructions)	
Edeltäjän täydellinen nimi tai toiminimi / Full name or company name of the earlier business operator	Yritys- ja yhteisötunnus tai henkilötunnus / Business ID or personal identity code

Toiminta aloitetaan myöhemmin (Ei vaikuta kaupparekisterin rekisteröintiin, katsokaa täyttöohje.) Operations are starting at a later date (Trade Register will carry out registration without delay, see instructions.)	
<input type="checkbox"/> As of (date)	alkaan, pvm

Verohallinnolle tästä ilmoituksesta lisätietoja antava henkilö tai yritys, esim. tilitoimisto / Contact person (Person or company, such as an accounting firm, providing the Tax Administration with further information)		
Nimi / Name	Yritys- ja yhteisötunnus / Business identity code	
Postiosoite / Postal address	Postinumero / code	Postitoimipaikka / Town or City
Puhelin / Telephone	Matkapuhelin / Mobile phone	
Faksi / Fax	Sähköposti / E-mail	

Kauppa- tai säätiörekisterille tästä ilmoituksesta lisätietoja antava henkilö ja/tai yritys (asiamies) / Agent (Person or company, providing the Trade Register or Foundation Register with further information)		
Yrityksen nimi / Company name	Henkilön nimi / Name of person	
Postiosoite / Postal address	Postinumero / code	Postitoimipaikka / Town or City
Puhelin / Telephone	Matkapuhelin / Mobile phone	
Faksi / Fax	Sähköposti / E-mail	

Lisätietoja / Additional information		

YRITYSMUOTOKOHTAISET LIITELOMAKKEET / (Täyttäkää yksi seuraavista lomakkeista) /
APPENDIX FORMS FOR SPECIFIC LEGAL ENTITIES (Complete one of the following forms)

<input type="checkbox"/> 1 OSAKEYHTIÖ / JULKINEN OSAKEYHTIÖ / LIMITED COMPANY / PUBLIC LIMITED COMPANY	<input type="checkbox"/> 5 ASUMISOIKEUSYHDISTYS / ASUKASHALLINTOALUE / EUROOPPALAINEN TALOUDELLINEN ETUYHTYMÄ / MUUALLA REKISTERÖIDYN ETUYHTYMÄN SUOMESSA OLEVA TOIMIPAIKKA / HYPOTEKKIYHDISTYS / SÄÄSTÖPANKKI / VALTION LIRELAITOS / RIGHT-OF-OCCUPANCY ASSOCIATION / RESIDENT ADMINISTERED AREA / EUROPEAN ECONOMIC INTEREST GROUPING / BRANCH OF AN INTEREST GROUPING LOCATED IN FINLAND BUT REGISTERED IN ANOTHER COUNTRY / MORTGAGE SOCIETY SAVINGS BANK / STATE PUBLIC ENTERPRISE
<input type="checkbox"/> 1B ASUNTO-OSAKEYHTIÖ / VAKUUTUSOSAKEYHTIÖ / JULKINEN VAKUUTUSOSAKEYHTIÖ / HOUSING COMPANY/INSURANCE COMPANY / PUBLIC INSURANCE COMPANY	<input type="checkbox"/> 11 SÄÄTIÖ / FOUNDATION
<input type="checkbox"/> 2 OSUUSKUNTA / OSUUSPANKKI / COOPERATIVE / COOPERATIVE BANK	<input type="checkbox"/> 12 YHDISTYS / ASSOCIATION
<input type="checkbox"/> 3 ULKOMAISEN ELINKEINOYHÄYTYSTÄN SVULIKE / BRANCH OF A FOREIGN ENTERPRISE	
<input type="checkbox"/> 4 KESKINÄINEN VAKUUTUSYHTIÖ / JULKINEN KESKINÄINEN VAKUUTUSYHTIÖ / VAKUUTUSYHDISTYS / MUTUAL INSURANCE COMPANY / PUBLIC MUTUAL INSURANCE COMPANY / INSURANCE ASSOCIATION	

Täyttäkää myös lomakkeen sivu 3, jos olette ilmoittautunut sivulla 1 arvonlisäverovelvollisten rekisteriin, ennakoperintärekisteriin, työnantajarekisteriin tai vakuutusmaksuverovelvolliseksi. / Please complete page 3 of this form if, on page 1, you selected VAT Register, Prepayment Register, Employer Register or Register of bodies liable for tax on insurance premiums.

Päiväys ja allekirjoitus / Date and signature		
Päiväys / Date	Allekirjoitus ja nimen selvennys / Signature and name in block capitals	Puhelin / Telephone

Henkilötietolain 24 §:n mukainen informaatio lomakkeeseen liittyvistä rekistereistä on saatavissa Internetistä osoitteesta www.ytj.fi sekä Patentti- ja rekisterihallituksesta ja Verohallinnosta. / Information required under section 24 of the Personal Data File Act about the registers referred to on this form is available on the Internet (www.ytj.fi), at the National Board of Patents and Registration of Finland and Finnish Tax Administration.

YTJ 1001a 1.2011

Perusosa, sivu 2 (4) / Basic section page 2 (4)

Y1

Verohallintoon ilmoitettava postiosoite / Postal address to be given to the Tax Administration		
<input type="checkbox"/> Merkitkää rasti ruutuun, jos postiosoite on sama kuin sivulla 1 ilmoitettu yleiseen käyttöön osoitettu. Muussa tapauksessa täyttäkää alla olevalle riville osoitustiedot. / Tick this box if your postal address is the same as the address given on page 1. Otherwise write your address below.		
Postiosoite / Postal address	Postinumero / Postal code	Postitoimipaikka / Town or City
Verohallintoon ilmoitettava päätoimiala (Toimiala, jota yritys harjoittaa päätoimiansa) / Main operating sector (Main line of business) to be declared to the tax authority		
<div style="border: 1px solid black; height: 20px;"></div>		
Arvonlisäverovelvolliseksi ilmoittautuminen / Registration as a body liable for value-added tax (VAT)		
<input type="checkbox"/> Ilmoittautuu arvonlisäverovelvolliseksi / Registering as a VAT-liable body		<input type="checkbox"/> Ilmoittautuu arvonlisäverovelvolliseksi ostolista tai omasta käytöstä / Registering as a VAT-liable body for purchases or for own use
<input type="checkbox"/> alkaen, pvm/As of (date) Ulkomainen elinkeinonharjoittaja ilmoittautuu arvonlisäverovelvolliseksi / Foreign trader registering as a VAT-liable body	<input type="checkbox"/> alkaen, pvm/As of (date) vain ilmoitusmaksuvelvolliseksi / only for Notification Duty	
<input type="checkbox"/> alkaen, pvm/As of (date)	<input type="checkbox"/> alkaen, pvm/As of (date)	
<input type="checkbox"/> Harjoittaa ainoastaan alkutuotantoa / Only engaged in primary production		
Arvonlisäverovelvolliseksi hakeutuminen / Applying for VAT liability		
<input type="checkbox"/> Kiinteistön käyttöoikeuden luovuttaja (AVL 12 § ja 30 §) / Assignor of the right to use real property (sections 12 and 30 of the VAT Act)		<input type="checkbox"/> Vähäisen liiketoiminnan harjoittaja, yleishyödyllinen yhteisö tai uskonnollinen yhdyskunta (AVL 12.1 §) / Small-scale business operator, non-profit organization or religious community (section 12, paragraph 1 of the VAT Act)
<input type="checkbox"/> alkaen, pvm/As of (date)	<input type="checkbox"/> alkaen, pvm/As of (date)	
<input type="checkbox"/> Ulkomainen elinkeinonharjoittaja (AVL 12.2 §) / Foreign enterprise (section 12, paragraph 2 of the VAT Act)	<input type="checkbox"/> Ulkomainen kaukomyynti (AVL 63 a §) / Distance sales (section 63a of the VAT Act)	<input type="checkbox"/> Yhteisöharjoittaja (AVL 26.1 §) / Intra-Community acquisitions (section 26.1 of the VAT Act)
<input type="checkbox"/> alkaen, pvm/As of (date)	<input type="checkbox"/> alkaen, pvm/As of (date)	<input type="checkbox"/> alkaen, pvm/As of (date)
<input type="checkbox"/> Alkutuottaja hakeutuu arvonlisäverovelvolliseksi / Primary producer applies for VAT liability	<input type="checkbox"/> Tilikauden loppu / Sales for the accounting period (§ 3 of VAT Act)	<input type="checkbox"/> (pv.kk.vvvv - pv.kk.vvvv) (day.month/year-day.month/year)
<input type="checkbox"/> alkaen, pvm/As of (date)	<input type="checkbox"/> EUR	
Ei katso olevansa arvonlisäverovelvollinen, perustelut / I do not consider myself VAT-liable. Reasons:		
<input type="checkbox"/> Vähäinen toiminta AVL 3 § / Small-scale operation, § 3, VAT Act	<input type="checkbox"/> Rahoituspalvelut AVL 41 § / Financial services, § 41, VAT Act	<input type="checkbox"/> Yleishyödyllisen yhteisön / uskonnollisen yhdyskunnan arvonlisäveron toiminta AVL 4-5 § / Nonprofit/religious entity, § 4-5, VAT Act
<input type="checkbox"/> Terveyden- ja sairaanhoitopalvelut / Healthcare services, § 34, VAT Act	<input type="checkbox"/> Vakuutuspalvelut AVL 44 § / Insurance services, § 44, VAT Act	<input type="checkbox"/> Muu veroton toiminta, mikä? / Other non-VAT operations, please specify:
<input type="checkbox"/> Sosiaalihuoltopalvelut AVL 37 § / Social services, § 37, VAT Act	<input type="checkbox"/> Esilintymispalkkiot tai tekijänoikeuskorvaukset AVL 45 § / Fees to performing artists, royalties, § 45, VAT Act	
<input type="checkbox"/> Koulutuspalvelut AVL 39 § / Instructor services, § 39, VAT Act / Financial services, § 41, VAT Act	<input type="checkbox"/> Kiinteistöluovutukset AVL 27 § / Real property rights, § 27, VAT Act	
Vakuutusmaksuverovelvollisuutta koskevat tiedot / Information concerning liability for tax on insurance premiums		
<input type="checkbox"/> Ilmoittautuu vakuutusmaksuverovelvolliseksi / Registering as a body liable for tax on insurance premiums		
<input type="checkbox"/> alkaen, pvm/As of (date)		
Tilinumero / Bank account number		
IBAN		BIC
Palkanmaksua koskevat tiedot / Information concerning payment of wages and salaries		
<input type="checkbox"/> Ilmoittautuu säännöllisesti palkkoja maksavaksi työnantajaksi / Registering as an employer paying wages and salaries on a regular basis		<input type="checkbox"/> Ilmoittautuu merityötuloa maksavaksi työnantajaksi / Registering as an employer paying seaman's work income
<input type="checkbox"/> alkaen, pvm/As of (date)		<input type="checkbox"/> alkaen, pvm/As of (date)
Oma-aloitteisten verojen ilmoitus- ja maksujaksot / Reporting and payment periods of certain self-initiated taxes		
(Täyttäkää tämä kohta vain, jos toiminnan aloittamisvuoden tilikavaihto on enintään 50 000 euroa ja haluatte päästä pidennettyyn ilmoitus- ja maksujaksoon.) / Reporting and payment periods of certain self-initiated taxes (Please leave blank unless your first-year sales will remain below €50,000 and you are thus entitled to longer periods of reporting/payment.)		
Kuluven kalenterivuoden tilikavaihto (Ilkavaihtoon luetaan kaikki yrityksen Suomessa ja ulkomailla tapahtuvat myynnit.) / Sales for current year (This includes all selling in Finland and overseas.)		
EUR		
Haluttu ilmoitus- ja maksujakson pituus (Täyttäkää tämä kohta vain silloin, kun haluatte lyhyemmän ilmoitus- ja maksujakson kuin mihin tilikavaihtonne oikeuttaisi, kts. täyttöohje.) / Desired length of reporting and payment (Please leave blank unless you want to have a shorter period than you are entitled to. For more information, see instructions.)		
<input type="checkbox"/> 1 kk / 1 month		
<input type="checkbox"/> 1/4 vuosi / 1/4 year		

[illegible]

CORPORATE AFFAIRS COMMISSION



CAC/BN1

APPLICATION FOR REGISTRATION OF BUSINESS NAME

Pursuant to Section 657

Reg. No:

A. Name of Business:

B. General Nature of Business:

C. Full Address of Principal Place of Business:

D. Full Address of Branch(es) (if any):

E. Particulars of Proprietors (other than Corporations):

1.

Name:						
Any Former Furname or Surname:						
Sex:		Age:		Tel. No.:		
Nationality:			Any Former Nationality			
Residential Address						
	City:			State:		
Occupation:				E-mail:		

Signature: _____

Date: _____

2.

Name:						
Any Former Furname or Surname:						
Sex:		Age:		Occupation:		
Nationality:			Any Former Nationality			
Residential Address						
	City:			State:		
P. O. Box			E-mail		Tel. No.	

Signature: _____

Date: _____

3.

Name:			
Any Former Furname or Surname:			
Sex:	Age:	Tel. No.:	
Nationality:	Any Former Nationality		
Residential Address			
City:	State:		
Occupation:	E-mail:		

Signature: _____ Date: _____

4.

Name:			
Any Former Furname or Surname:			
Sex:	Age:	Occupation:	
Nationality:	Any Former Nationality		
Residential Address			
City:	State:		
P. O. Box	E-mail	Tel. No.	

Signature: _____ Date: _____

5.

Name:			
Any Former Furname or Surname:			
Sex:	Age:	Tel. No.:	
Nationality:	Any Former Nationality		
Residential Address			
City:	State:		
Occupation:	E-mail:		

Signature: _____ Date: _____

6.

Name:			
Any Former Furname or Surname:			
Sex:	Age:	Tel. No.:	
Nationality:	Any Former Nationality		
Residential Address			
City:	State:		
Occupation:	E-mail:		

Signature: _____ Date: _____

F. Particulars of Corporation which is a Proprietor:

Corporate Name: R.C. No.:

Address:

Attestation of Magistrate, Legal Practitioner or Police Officer of the rank of ASP and above where one of the proprietors is a minor:

Name & Tel. No.: _____

Address: _____

Signature, Designation & Date: _____

Attestation of Director or Secretary of the Company where one of the proprietors is a company:

Name & Tel. No.: _____

Address: _____

Signature, Designation & Date: _____

G. Date of Commencement of Business:

F. Attestation :

I/We, the undersigned, being proprietor(s) of the above named business name hereby certify that the foregoing particulars are, to the best of my/our knowledge and belief, correct and I/we undertake to notify the Registrar of Business Names whenever any change is made or occurs in any of them other than the age of any of the proprietors.

 Proprietor

 Proprietor

Beofre Me

Commissioner of Oaths

Note: If there is insufficient space on the form to provide any information required, please attach a separate sheet containing the information set out in the prescribed form

Presented for filing by:

Name: _____ Accreditation No. (if applicable): _____

Address: _____

Tel. No. & E-mail: _____ Signature & Date: _____

Appendix 3: Form for Company's Memorandum of Association

**FEDERAL REPUBLIC OF NIGERIA
COMPANIES AND ALLIED MATTERS ACT, 1990**

COMPANY LIMITED BY SHARES

**MEMORANDUM OF ASSOCIATION
OF**

-
1. The name of the Company is:
 2. The Registered office of the Company will be situated in Nigeria.
 3. The Objects for which the Company is established are:
 - a.
 - b.
 - c.
 - d.
 - e.
 - f. To do all such other things as may be considered incidental or conducive to the attainment of the above objects or any of them.
 4. The Company is a private company.
 5. The liability of the members is limited by shares.
 6. The nominal share capital of the Company is ₦ _____ divided into _____ ordinary shares of ₦ _____ k each.

We, the several persons whose names and addresses are subscribed hereunder, are desirous of being formed into a Company in pursuance of this Memorandum of Association, and we respectively agree to take the number of shares in the capital of the Company set opposite our respective names.

NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBERS	NO. OF SHARES TAKEN BY EACH SUBSCRIBER	SIGNATURES OF SUBSCRIBERS

Dated this _____ day of _____ 20 ____

Particulars of witness to the above signatures: -

Name of witness: _____

Address of witness: _____

Occupation of witness: _____

Appendix 4: Form for Company's Article of Association**FEDERAL REPUBLIC OF NIGERIA****COMPANIES AND ALLIED MATTERS ACT, 1990**

COMPANY LIMITED BY SHARES

ARTICLES OF ASSOCIATION**OF**

.....

**(PURSUANT TO SECTIONS 33 AND 34 OF THE COMPANIES AND ALLIED
MATTERS ACT NO. 1, 1990)**

The form and content of the Articles of Association of this company is in accordance
with:

Part I (Public Company Limited by shares) ☐

Part II (Private Company Limited by shares) ☐

Part IV (Unlimited Company) ☐

Respectively of Table "A" in schedule 1 of this Act, with additions, omissions or
alteration as may be required in the circumstances.

NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBERS	SIGNATURES OF SUBSCRIBERS

Dated this _____ day of _____, 20 _____

Particulars of witness to the above signatures: -


Name of Witness: _____

Address of witness: _____

Occupation of witness: _____

Appendix 5: A specimen of Certificate of Incorporation in Nigeria for a registered company

RC 873429



CORPORATE AFFAIRS COMMISSION
FEDERAL REPUBLIC OF NIGERIA

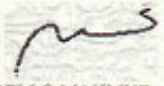


Certificate of Incorporation

I hereby certify that

NORFIN OFFSHORE LIMITED

is this day incorporated under the COMPANIES AND ALLIED MATTERS
ACT 1990 *and that the Company is Limited By Shares.*

Given under my hand at Abuja this Fourth day of March, 2010



BELLO MAHMUD

331171
Osireo - 51214 - F03 - P2126

Registrar - General

Appendix 6: Survey questions for gaining competitive advantage

Thank you for taking part in this important survey. This survey should only take 4-5 minutes to complete. Be assured that all answers you provide will be kept in the strictest for research purposes.

Survey on delivering a better Logistics services

This survey seeks to find ways to strategize a logistics business. It seeks to find answers to what customers may expect from the logistics services offered them, in a bid to gain long term attractiveness, and to remain profitable. The survey wants to study the situation in order to identify key needs of those looking to use logistics service and how to build the business to meet their demand. This survey seeks to see way to help the business build competitive advantage. (P.S. You can respond even if you have not use logistics services before, but look using in the future.)

Survey questions

Have you ever used logistics services?

1 ☐ Yes
☐ No

What do you wish look for from a logistics service provider?

--Select--

How should logistics services be advertised to reach more people ?

☐ Website
☐ Social Media
☐ Door to door
☐ Handbills and Posters
☐ Billboards

How can a logistics provider maintain customers?

☐ Price
☐ Quality
☐ Offering credit
☐ Newsletters
☐ Being friendly

Have ever abandoned a service provider?

Yes No Why?

5 ☐ ☐

Would consider going back if they change their strategy?

Yes No Why?

6 ☐ ☐

Should there be a partnership between big logistics company's and small ones to provide better services?

7 ☐ Yes Why?
☐ No

Would you continue to use the service of a logistics company even if you have to pay a higher price for it?

Yes No Why?

8 ☐ ☐

How would you rate logistics services in the Scandinavia?

Very bad bad Good Very Good Excellent

9 ☐ ☐ ☐ ☐ ☐

What do you think about prices of logistics services currently?

Very cheap Fair Good Very expensive

10

How do you think a new logistics business can differentiate itself from the rest?

Background information

Gender

Male Female

12

Age range

13 16-35 36-55 Above 56

Proceed

Save

Thank you for taking the time to complete this survey. Be assured that all answers you provide will be kept in the strictest confidentiality. Cheers!!

Appendix 7: Additional survey responses on how a business can differentiate

How do you think a new logistics business can differentiate itself from the rest?

Quality service

Have a better strategy by understanding what customers want, for example; fair price, good customer services and speedy delivery.

By exploring, analyzing and giving a better supply chain management to the customers. May be some kind of tailored services.

More flexible and dedication to small or medium size businesses. It seems to me that all logistics companies are made to serve the biggest only

Good service and not expensive

By offering same quality services at lower prices

- Find the good ratio between services and price. - On time delivery - Environmental friendly - Tracking - More services

Well, I just need good logistics to do business.

A more engaging Customers Relationship Management incentives for customers

The cost and effective delivery and moreover been friendly to customers

Customized services and good customer relationship

Customized services and good customer relationship

by offering lower prices and good quality

Appendix 8: Survey questions for gauging demand for logistics service for African immigrants

Data question	
What is your country of residence?	Country of residence <input style="width: 90%;" type="text"/>
Number of years living in any Scandinavian country? No of years in any Scandinavian country? <input type="radio"/> 0-10 years <input type="radio"/> 11-20 years <input type="radio"/> 21-30 years <input type="radio"/> 31-40 years <input type="radio"/> 41-50 years	
Research questions <div style="text-align: right; margin-right: 50px;">Yes No</div> Have you ever used any form of logistics services? <input type="radio"/> Yes <input type="radio"/> No	
Research questions <div style="text-align: right; margin-right: 50px;">Yes No Not sure</div> Have you ever sent any items to any African country? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not sure	
How would rate the service you received when receiving items? <input type="checkbox"/> Excellent <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Bad <input type="checkbox"/> Very bad	
Research questions <div style="text-align: right; margin-right: 50px;">Yes No Not sure</div> Have you ever received items from any African country? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not sure	
How would rate the service you received when sending items? <input type="checkbox"/> Excellent <input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Bad <input type="checkbox"/> Very bad	
What kind of items have you or would you like to send or received from Africa ?	<input style="width: 95%;" type="text"/>
How would you rate the current prices of logistics service in the Scandinavia? <input type="checkbox"/> Very expensive <input type="checkbox"/> Very cheap <input type="checkbox"/> Fair price	
Research question <div style="text-align: right; margin-right: 50px;">Yes No Not sure</div> Do you think there is need for a logistics company that send and receive items from African at lower cost ? <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not sure	
Additional suggestions on what you expect from this service(if any)	<input style="width: 95%;" type="text"/>

Proceed

Save

Thank you for taking the time to complete this survey. Be assured that all answers you provide will be kept in the strictest confidentiality. Cheers!!

Appendix 9: Additional survey responses on items people like to send and receive from Africa.

What kind of items have you or would you like to send or received from Africa ?

Cars, phones, clothes,computers

Clothing

Letters ,you can get your like food stuffs or big package

Clothing and electronics.

Documents

Phone

Mail, Electronics, Food itens

Mail, Electronics, Food itens

CLOTHING, FOOD, ELECTRONICS

Clothes

Like fashion, clothing, shoes, jewellery, phones etc

Foodstuff, documents, clothes, medicines

I would like to receive Food sauces though I've never tried.

Foods.

Hair clippers and food items

Food itens

Household itens

I loved to send an Ipad but I could not because the battery would not be sent,but while trying to use other means to send it,It was too expensive.

Gift.cloth

Clothes, food

Laptop and car from EU , Money from Africa

i donot know

FOOD Items

phone, computer, food itens, cloth, shoes, bags.

African wears

Appendix 10 : Additional survey responses on services expected from a logistics business that caters for African immigrants

Additional suggestions on what you expect from this service(if any)
There needs to be a business that is cheap and easy to use.
On time delivery
Good and fast track like uk system also cargo system should also included
Provide real-time tracking.

Good service

Lower price, Receiving goods in good condition.
Lower price, Receiving goods in good condition.

Just to create easy and cheaper way to send and receive stuff from Africa .
Cheap, reliable, good customer service both home n abroad

Frozen products transportation as many mail services lack this service. PS, my ratings are not based on anything as I've never actually sent or receive

Fast and efficient
simple and easy

Cheap And effective transportation

Effective and fast logistics
fast and good service

I need low cost service from the company.